

The Effect Of Transformational Leadership On Turnover Intention: The Mediating Role Of Work Stress And Organizational Commitment In The Retail Industry

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ABSTRACT

This study aims to analyze the influence of transformational leadership on turnover intention, considering the mediating roles of work stress and organizational commitment among retail industry employees. The research employed a quantitative approach using Partial Least Squares-Structural Equation Modeling (PLS-SEM), involving 155 respondents working at PT Duta Intiguna Yasa (Mr.DIY) in East Jakarta, Bogor, and Depok. The results indicate that transformational leadership does not have a direct effect on turnover intention, but it does exert an indirect influence through two pathways: the reduction of work stress and the enhancement of organizational commitment. Organizational commitment emerged as a stronger mediator in reducing turnover intention, while work stress also played a significant yet weaker mediating role. Meanwhile, the indirect effect of work stress on turnover intention through organizational commitment, as well as the combined dual mediation pathway, was not statistically significant. These findings underscore the importance of developing transformational leadership to foster employee loyalty. Practical implications include leadership training, effective stress management strategies, and efforts to strengthen organizational commitment in order to improve employee retention in the retail sector.

Keywords: Transformational Leadership, Turnover Intention, Work Stress, Organizational Commitment, Retail Industry

INTRODUCTION

The high rate of employee turnover has become a critical issue in Indonesia's modern retail sector. Based on direct observations by the researcher at a national retail company, it was found that several employees resigned shortly after joining the organization. These resignations were commonly preceded by complaints about work-related issues, emotional pressure, and discomfort in the work environment, which eventually influenced the decision to leave. According to Purnama et al. (2022), a high level of turnover intention poses a serious concern for companies as it disrupts operational continuity, lowers employee morale, and increases recruitment costs. This aligns with the growing attention toward turnover intention, especially in industries that require continuous adaptability and efficiency. Companies must gain a deeper understanding of the reasons behind employees' intentions to leave, so they can adopt more effective preventive measures to retain valuable talent and ensure long-term organizational success.

The retail industry is among the sectors most affected by high employee turnover. In Indonesia, this sector is rapidly growing and plays a vital role in labor absorption. According to Indonesia ID, the number of retail businesses in 2023 reached approximately 3.98 million units. The turnover rate in this industry has reached 25%, as

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supported by Deloitte (2022), which notes that all industries are competing to attract and retain top talents in their respective fields.

One approach believed to reduce turnover intention is by strengthening organizational commitment. Employees who are committed to their organization tend to have lower turnover rates, demonstrate better performance, contribute to organizational improvement, and offer sustainable support to the company (Merlin et al., 2024). Several studies, including Parmar et al. (2022); Suárez-Albanchez et al. (2021), have found that organizational commitment can significantly reduce turnover intention. In Indonesia, the low level of organizational commitment is reflected in the fact that 70% of companies experience difficulties in retaining employees (Mustofa & Frianto, 2019). Agustina & Setyaningrum (2022) further suggest that organizational commitment serves as a psychological link between employees and the company, acting as a driving factor for employee retention.

In addition to organizational commitment, work stress is another factor that influences turnover intention. Work stress can have physical, emotional, and behavioral impacts on employees, potentially leading to an intention to quit. Agustina & Setyaningrum (2022) explain that work stress often caused by lack of managerial support, role conflict, and task ambiguity is directly correlated with increased turnover intention, absenteeism, and declining organizational commitment. Dewi et al. (2023) emphasize that higher work stress levels are inversely related to organizational commitment, thereby indirectly increasing the likelihood of turnover.

Transformational leadership is considered one of the leadership styles capable of mitigating work stress and enhancing organizational commitment. This leadership style has been identified as a key factor in supporting employees' well-being during stressful conditions (Nielsen et al., 2023). Transformational leaders inspire innovation and creativity among employees, boost motivation, and drive higher performance through a shared vision, while also reinforcing organizational commitment. Ha et al. (2024) highlight the importance of transformational leadership in fostering organizational adaptability. Transformational leadership is also strongly linked to reduced turnover intention (Manoppo, 2020).

Previous studies have also shown that work stress and organizational commitment can serve as mediating variables in the relationship between transformational leadership and turnover intention (Agustama & Giantari, 2020; Rawashdeh et al., 2022). This suggests that leadership influence is not always direct but may be mediated by employees' psychological and emotional responses. Nevertheless, studies that simultaneously examine the mediating roles of both work stress and organizational commitment in the retail sector remain limited despite the industry's unique characteristics, such as long working hours, intensive customer interaction, and high sales target pressure all of which may amplify the effects of stress and leadership on turnover intention. Most prior research employs a single mediation approach, isolating the roles of work stress and organizational commitment without considering their potential combined mediation effect. This study aims to fill that gap by incorporating both variables organizational commitment and work stress as mediators in the relationship between transformational leadership and turnover intention. Moreover, this research is conducted within the retail industry, a setting that has not been extensively explored in prior related studies.

Given the research gaps, this study aims to examine the effect of transformational leadership on turnover intention, mediated by work stress and organizational commitment, within the Indonesian retail industry. This sector was chosen due to its dynamic nature and relatively high turnover rate, yet limited exploration in academic research regarding these variables. The study is expected to contribute theoretically by developing a conceptual model that explains the mechanism linking leadership style and employees' intention to leave. Practically, it seeks to inform retail industry practitioners in designing adaptive leadership strategies and effective retention policies to support employee well-being and organizational sustainability.

LITERATURE REVIEW

Turnover Intention

Turnover intention refers to an employee's desire to leave their job due to various factors that influence individuals within an organization to seek alternative employment that better meets their needs (Purnama et al., 2022). According to Freire & Azevedo (2023), turnover intention is defined as a conscious and deliberate process of leaving an organization. In today's competitive business environment, companies must proactively address early signs of turnover intention by implementing responsive human resource strategies that focus on employees' needs.

Mobley et al. (1978) described turnover intention as a cognitive process characterized by recurring thoughts and plans to exit the organization. This process is reinforced by internal and external organizational factors, ultimately leading to the decision to resign. Employees' evaluations regarding job dissatisfaction, career prospects, workplace relationships, and perceived organizational support play a role in shaping their decision to stay or leave. Agustina & Setyaningrum (2022) defined turnover intention as an employee's desire to resign and move to a better organization.

Organizational Commitment

Organizational commitment can be defined as the loyalty and concern demonstrated by employees, along with a strong desire to remain in the organization (Merlin et al., 2024). Alves et al. (2024) described it as an individual's tendency to maintain an ongoing relationship with the organization, accompanied by a heightened level of engagement. Christover & Ie (2021) viewed organizational commitment as a moral obligation to remain within an organization, reflecting the psychological bond between employee and employer. According to Dessler (2020), several approaches can be used to foster organizational commitment, including charismatic leadership, building traditions, establishing comprehensive grievance procedures, providing two-way communication, and cultivating a sense of unity and belonging.

Employees with high levels of organizational commitment are more likely to accept assigned tasks and responsibilities and to exhibit loyalty and a sense of ownership toward the organization (Agustama & Giantari, 2020). Dewi et al. (2023) noted that organizational commitment influences whether employees choose to stay or leave in pursuit of better job opportunities. Gracita & Anindita (2023) emphasized that employees who enjoy their jobs are more likely to participate in company activities, comply with regulations, and be invested in the company's growth and success.

Work Stress

Work stress is a mental and physical condition that can directly impact employee productivity, effectiveness, personal health, and work quality (Prasetya et al., 2022). McGarth (1976) defined work stress as an unpleasant emotional state that arises when individuals feel uncertain about their ability to handle significant challenges. Symptoms of stress that negatively affect organizations are considered distress, often resulting in dysfunctional behaviors such as frequent errors, low morale, apathy, and unexcused absences (Sefnedi et al., 2020).

Work stress should not be taken lightly, as it can hinder performance and damage mental health. (Pebrianti, 2020) described it as a condition where individuals experience tension due to stress-inducing circumstances. According to Wangsa & Edalmen (2022), behavioral symptoms of work stress include frequent absenteeism, changes in eating habits, excessive smoking, sleep disturbances, and persistent anxiety. De Clercq et al. (2020) explained that work stress entails mental or physical strain that burdens employees, deteriorates job performance, and fosters negative perceptions about their professional future.

Transformational Leadership

Transformational leadership is a model that inspires, motivates, empowers, and cares for the well-being of staff members (Nurtjahjani et al., 2020). Nielsen et al. (2023) defined transformational leadership as the act of inspiring and motivating followers, thus helping subordinates to adapt, shift perspectives, and make informed decisions. Yucel (2021)

argued that transformational leadership is vital for organizations that aim to anticipate fundamental transitions and changes, as it enhances readiness and enables departments to embrace and implement change effectively. This is achieved through inspiration, motivation, alignment, and direction-setting based on a compelling vision.

Freire & Azevedo (2023) highlighted that leaders with these qualities serve as role models they are respected, admired, and trusted by their followers. According to Bass (1986), transformational leadership comprises five core components: idealized influence, idealized behavior, inspirational motivation, individualized consideration, and intellectual stimulation. Transformational leaders employ rational strategies that enable employees to engage in decision-making processes within their job context (Martins et al., 2023).

The Relationship Between Transformational Leadership and Work Stress

Work stress can influence an individual's productivity, effectiveness, personal health, and overall job quality. In other words, work-related stress emerges when certain aspects of the work environment are perceived as threatening or pressuring, leading to adverse effects on employees' performance and well-being (Prasetya et al., 2022). A leadership style that can help reduce work stress is therefore essential. Compared to other styles, transformational leadership is often considered particularly effective, as it encourages individuals to prioritize organizational goals (Intansari & Dwiantoro, 2021).

Wahyuni & Andjarwati (2020) found that transformational leadership does not have a significant effect on work stress. However, a study in the pharmaceutical industry by Intansari & Dwiantoro (2021) revealed that transformational leadership can reduce work stress. Similarly, Manoppo (2020) found a significant negative effect of transformational leadership on work stress. Based on these previous findings, the following hypothesis is proposed:

H1: Transformational leadership has a negative effect on work stress.

The Relationship Between Transformational Leadership and Organizational Commitment

Transformational leadership plays a crucial role in empowering employees by improving leadership quality and increasing job satisfaction (Raza & Yousufi, 2023). Martins et al. (2023) emphasized the importance for organizations to cultivate transformational leaders rather than transactional ones. Conversely, poor organizational culture, lack of motivation, and inappropriate leadership styles can negatively affect organizational commitment (Utarayana & Dewi Adnyani, 2020).

Several studies support the positive impact of transformational leadership on commitment. Matande et al. (2022) found that both perceived organizational support and transformational leadership significantly and positively influence organizational commitment. These findings are also supported by Hermawanto et al. (2022); Rachmah et al. (2022). Based on this literature, the following hypothesis is proposed:

H2: Transformational leadership has a positive effect on organizational commitment.

The Relationship Between Transformational Leadership and Turnover Intention

Transformational leadership is essential in fostering positive employee engagement and retention. Leaders are expected to possess transformational competencies and excel in engaging with their subordinates (Ntseke et al., 2022). Nielsen et al. (2023) promoting a strong psychosocial safety climate can significantly reduce employee turnover risk. Employees supported by transformational leaders tend to be more committed and perform better, reducing their intention to leave (Yucel, 2021). Literature on leadership suggests that transformational leaders encourage participation in decision-making and foster open communication, even when disagreements occur (Alkarabsheh et al., 2022).

Multiple studies confirm that transformational leadership has a significant negative effect on turnover intention (Alkarabsheh et al., 2022; Ha et al., 2024; Park & Pierce, 2020; Sobaih et al., 2022; Sun & Wang, 2017). Yucel (2021) further asserted that transformational leadership boosts performance, which in turn reduces turnover intention. Gyensare et al. (2017) highlighted the adverse organizational impact of high turnover,

including increased uncertainty and reduced competitiveness. Thus, the following hypothesis is proposed:

H3: Transformational leadership has a negative effect on turnover intention.

The Relationship Between Work Stress and Organizational Commitment

Managing employee work stress is essential to building strong organizational commitment (Dewi et al., 2023). Unaddressed work stress may result in undesirable behaviors such as reduced job satisfaction and declining commitment. Christover and Ie emphasized that addressing work stress is key to maintaining employee commitment (Christover & Ie, 2021).

Empirical findings by Christover & Ie (2021); Wangsa & Edalmen (2022) indicate a significant negative relationship between work stress and organizational commitment. However, Ridho (2023) found no such effect. Drawing from this literature, the following hypothesis is formulated:

H4: Work stress has a negative effect on organizational commitment.

The Relationship Between Work Stress and Turnover Intention

Excessive stress decreases job satisfaction and organizational commitment, thereby increasing turnover intention (Kansoy, 2023). Employees who are overwhelmed by tasks often experience stress, which may lead to a desire to resign (Imaroh et al., 2023). Oliveira & Najnudel (2023) warned HR managers that workplace stress can undermine employee performance and decision-making capabilities.

Several studies support the notion that work stress positively influences turnover intention (Agustina & Setyaningrum, 2022; Farros Imaroh et al., 2023). Manoppo (2020) also found a significant positive effect of work stress on turnover intention, suggesting that higher stress levels are associated with a greater likelihood of employee turnover. Accordingly, the following hypothesis is proposed:

H5: Work stress has a positive effect on turnover intention.

The Relationship Between Organizational Commitment and Turnover Intention

Commitment is a vital aspect of human resource management philosophy. A decline in organizational commitment is often cited as a key driver of employee turnover. Committed employees are more likely to give their best and remain loyal to their organization (Purnama et al., 2022). Engaged and committed employees can enhance business performance, particularly when organizations treat them as stakeholders with a shared interest in the future of the company (Merlin et al., 2024). Nketsiah & Nkansah (2024) argued that committed employees contribute to increased revenue, market share, and profitability.

Previous studies have confirmed a significant negative relationship between organizational commitment and turnover intention (Alves et al., 2024; Husniati et al., 2024; Kasa et al., 2023; Rawashdeh et al., 2022; Rawashdeh & Tamimi, 2020; D. Wahyuni & Muafi, 2021; Wu & Liu, 2022). However, Purnama et al. (2022) reported a contrasting result, indicating a significant positive influence. Based on these findings, the following hypothesis is proposed:

H6: Organizational commitment has a negative effect on turnover intention.

Based on the literature review and hypothesis development, this study proposes a conceptual framework illustrating the influence of transformational leadership on turnover intention, with work stress and organizational commitment as mediating variables. The model captures both direct and indirect relationships among the variables, as shown in Figure 1.

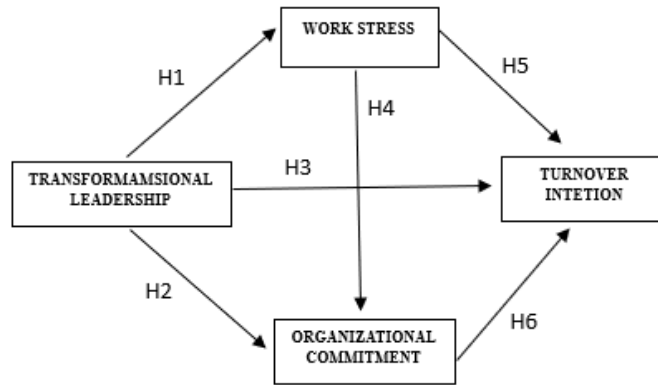


Figure 1. Conceptual Framework

METHODS

This study employs transformational leadership as the independent variable, turnover intention as the dependent variable, and organizational commitment and work stress as mediating variables. All variables were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The measurement of transformational leadership was adapted from Sobaih et al. (2022) and consists of 7 question items. Organizational commitment was measured using 16 items adapted from Na-nan & Saribut (2019). The work stress variable includes 5 items adapted from Aydin (2022). Finally, turnover intention was measured using 3 items adapted from Sobaih et al. (2022).

Prior to distributing the main questionnaire, a pre-test was conducted involving 35 respondents with similar characteristics to the study population. The aim of the pre-test was to evaluate the validity and reliability of the instrument before full deployment. Exploratory Factor Analysis (EFA) was performed to ensure each indicator appropriately reflected its underlying construct. Reliability and validity were assessed prior to hypothesis testing using Cronbach's Alpha and the Kaiser-Meyer-Olkin (KMO) test. A Cronbach's Alpha value above 0.7 indicates adequate reliability. The Measure of Sampling Adequacy (MSA) and the KMO values must exceed 0.5 for the instrument to be considered valid and reliable (Joe F. Hair et al., 2011).

The population of this study includes employees working in the retail industry at PT. Duta Intiguna Yasa (Mr. DIY) across East Jakarta, Bogor, and Depok. A purposive sampling technique was employed, whereby the researcher selected respondents based on the following criteria: (1) a minimum of one year of work experience, and (2) occupying specific positions such as store boy (warehouse), main person (supervisor and assistant), promoter, or cashier. With 31 questionnaire items, the required sample size follows Hair et al. (2019), which recommends 5–10 respondents per item. Therefore, the minimum required sample size is 155 respondents (5×31). A total of 155 respondents were targeted for the final data collection, which was conducted over a two-month period from September to November 2024.

This study employs a quantitative approach using Partial Least Squares–Structural Equation Modeling (PLS-SEM). Data processing and analysis were carried out using SmartPLS version 4.0. The analytical process included evaluation of the measurement model (outer model) and structural model (inner model). Once both models satisfied validity and reliability criteria, hypothesis testing was conducted through the bootstrapping method. The significance of hypotheses was determined based on a comparison between the t-statistic and the critical t-value, as well as the p-value relative to the significance level (α). A hypothesis is considered statistically significant if $t > 1.96$ at the 5% significance level ($\alpha = 0.05$). Conversely, a hypothesis is not supported if $t < 1.96$. Additionally, significance is confirmed if $p\text{-value} < 0.05$; otherwise, if $p\text{-value} > 0.05$,

the null hypothesis fails to be rejected. These criteria are consistent with the statistical guidelines provided by Hair et al. (2021).

RESULTS AND DISCUSSION

This study involved a total of 155 respondents, all of whom were employees in the retail sector at PT Duta Intiguna Yasa (Mr. DIY), located in East Jakarta, Bogor, and Depok. Based on gender, most respondents were female, accounting for 101 individuals or 65.2%, while male respondents numbered 54, or 34.8%. This finding indicates a gender imbalance in employment, where the retail industry tends to hire more female employees. This is in line with Mustofa & Frianto (2019), who noted that the retail sector often favors female workers due to their interpersonal skills, which are essential in customer service.

In terms of age, the largest group of respondents fell within the 26–30 age range, representing 47.7% (74 individuals), followed by those aged 18–25 (34.8%), and 31–35 (17.4%). This age distribution suggests that Mr. DIY's workforce predominantly consists of individuals aged 26–30, indicating a level of maturity in career choice and workplace stability. It also reflects the presence of a productive young workforce in the retail sector, as suggested by Bensnes & Strom (2018), who argue that retail jobs are commonly pursued by the younger generation as a primary source of employment.

With regard to educational background, most respondents held a bachelor's degree (S1), totaling 66 individuals or 42.6%, followed by diploma holders (23.2%) and high school graduates (21.3%). The dominance of university graduates suggests that respondents have a sufficient level of education and understanding to provide thoughtful responses in the survey. These findings indicate that while the retail sector does not necessarily require high educational qualifications, many workers in this industry still possess a solid academic background.

Concerning work experience, the majority of respondents had been working for between 1 and 4 years, comprising 57.4% of the sample. Only 17.4% of respondents had over 10 years of experience. This distribution reveals that most employees in the research setting are relatively new, which may reflect the high employee turnover rate typical of the retail industry. The small proportion of long-tenured employees could suggest ongoing challenges in employee retention.

In terms of monthly income, most respondents earned between IDR 4 million and IDR 7 million, accounting for 58.7% of the sample. Meanwhile, 18.1% of respondents earned between IDR 2 million and IDR 3 million, and only 7.7% earned more than IDR 10 million. This income distribution indicates variability likely associated with position level, length of employment, or company remuneration policies. It also reflects the broader wage structure of the retail sector, which tends to have a wide income range based on job roles and responsibilities.

Regarding job position, most respondents worked as store boys (warehouse staff), representing 27.1%. This was followed by assistant supervisors (23.2%) and cashiers (18.1%). This distribution shows that employees in this sector, particularly within the study area, are predominantly involved in operational-level positions. These findings are consistent with the general characteristics of the retail industry, which employs a significant number of front-line workers to support daily operational activities.

The first stage of testing was conducted with 35 pilot respondents. The validity test results showed that most indicators were valid, with outer loading values greater than 0.7. A few items, namely OC09, OC13, and OC14, were found to be invalid (outer loading < 0.7) and were subsequently removed to enhance construct validity. The reliability test results using Cronbach's Alpha showed high reliability across constructs. All constructs had Cronbach's Alpha values ≥ 0.7 , with most exceeding 0.8, indicating very strong internal consistency. This suggests that the items used reliably measure the intended constructs and are suitable for further analysis (Figure 2).

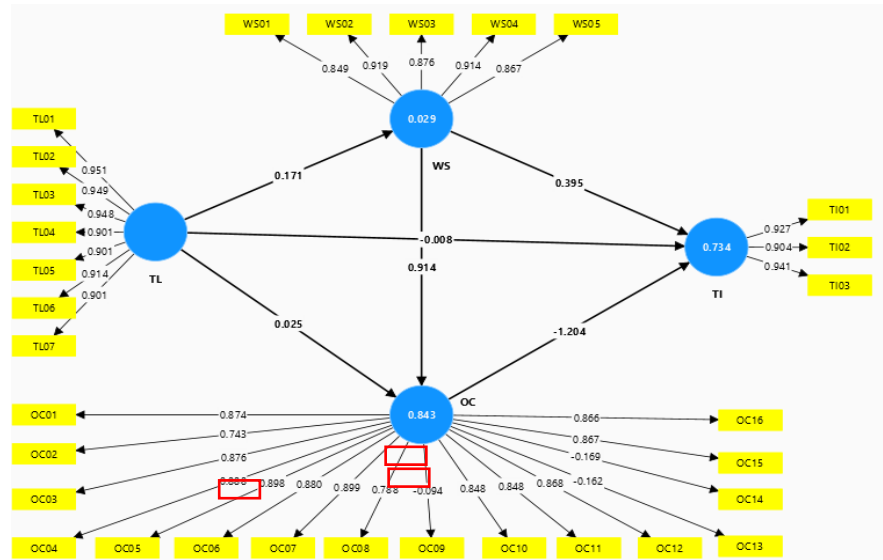


Figure 2. Validity Test - Outer Loadings

Table 1. Reliability Test

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
OC	0,922	0,972	0,947	0,603
TI	0,935	0,935	0,958	0,885
TL	0,951	0,951	0,959	0,772
WS	0,931	0,932	0,948	0,784

Subsequently, a second round of testing was conducted using data from all 155 respondents. The validity test results confirmed that all items used in the study had outer loading values greater than 0.7, indicating satisfactory convergent validity across all constructs. The reliability test results were consistent, with all constructs demonstrating Cronbach's Alpha values exceeding 0.7, further confirming strong internal consistency and the reliability of the measurement instruments.

Following these assessments, bootstrapping analysis was performed using SmartPLS software to evaluate the significance of the hypothesized relationships within the structural model.

Based on Figure 3, Hypothesis H1 is supported, indicating that Transformational Leadership (TL) has a significant negative effect on Work Stress (WS) ($O = -0.268$; $p < 0.05$). This result suggests that transformational leadership can reduce employees' work-related stress. The finding aligns with the study by Manoppo (2020), which demonstrated that transformational leaders help foster a supportive work environment, thereby mitigating stress among employees.

Hypothesis H2 is also supported, showing that TL has a significant positive effect on Organizational Commitment (OC) ($O = 0.233$; $p < 0.05$). This implies that transformational leadership enhances employees' commitment to the organization. The result is consistent with Raza & Yousufi (2023), who emphasized that transformational leadership strengthens employee loyalty.

However, hypothesis H3 is not supported, as the effect of TL on Turnover Intention (TI) was found to be statistically insignificant ($O = -0.124$; $p > 0.05$). This suggests that transformational leadership does not directly influence employees' intentions to leave. This may be due to other more dominant factors influencing TI, such as work stress levels and career advancement opportunities. The finding contrasts with the results of Martins et al. (2023) and Manoppo (2020), who found a significant negative relationship between transformational leadership and turnover intention. Nevertheless, this result is consistent with previous studies showing that the influence of TL on TI occurs indirectly through

mediating variables such as organizational commitment or other psychological factors (Christover & Ie, 2021; Donkor et al., 2022; Rawashdeh et al., 2022). Thus, the present finding supports the view that the effectiveness of transformational leadership in reducing turnover intention is more pronounced when mediated by other variables.

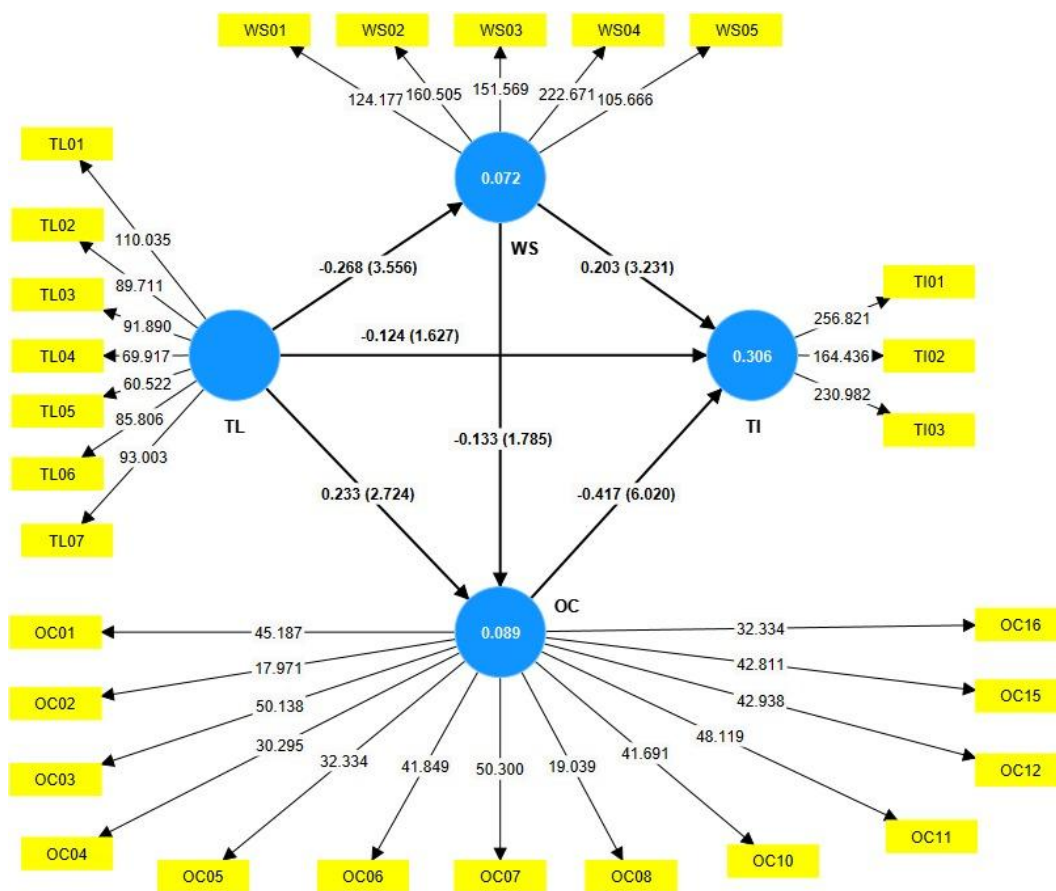


Figure 3 Path Diagram – Direct Effect

Regarding Hypothesis H4, the effect of work stress on organizational commitment was negative but not statistically significant ($O = -0.133$; $p > 0.05$). Although the direction of the relationship indicates that higher levels of stress may reduce organizational commitment, the effect was not strong enough to be generalized to a wider population. This result contrasts with most previous studies that found a significant negative relationship between work stress and commitment (Agustama & Giantari, 2020; Dewi et al., 2023). However, it is consistent with the findings of Christover and Ie (2021), who reported a similar non-significant relationship in the context of Indonesia’s private sector. This suggests that the relationship between work stress and organizational commitment may be context-dependent and moderated by other factors such as job satisfaction, organizational culture, or workplace support systems.

Hypothesis H5 is supported, with WS exerting a significant positive effect on TI ($O = 0.203$; $p < 0.05$). This indicates that higher perceived work stress is associated with stronger intentions among employees to leave the organization. This finding reinforces the conclusions of Dewi et al. (2023), who identified work stress as a key predictor of turnover intention.

Finally, Hypothesis H6 is also supported, demonstrating a significant negative relationship between OC and TI ($O = -0.417$; $p < 0.05$). This means that the greater the organizational commitment, the lower the employee’s intention to leave the organization. The result is in line with previous findings by Alves et al. (2024), who emphasized the crucial role of organizational commitment in reducing turnover intention.

Table 2 Hypothesis Testing

Hypothesis	Hypothesis Statement	T-Statistic	P-Value	Conclusion
H1	Transformational leadership has a negative effect on work stress.	3,556	0,000	The hypothesis is supported by the data.
H2	Transformational leadership has a positive effect on organizational commitment.	2,724	0,006	The hypothesis is supported by the data.
H3	Transformational leadership has a negative effect on turnover intention.	1,627	0,104	The hypothesis is not supported by the data.
H4	Work stress has a negative effect on organizational commitment.	1,785	0,074	The hypothesis is not supported by the data.
H5	Work stress has a positive effect on turnover intention.	3,231	0,001	The hypothesis is supported by the data.
H6	Organizational commitment has a negative effect on turnover intention.	6,020	0,000	The hypothesis is supported by the data.

In addition to examining the direct relationships among variables, this study also tested the mediating roles of Organizational Commitment (OC) and Work Stress (WS) in the relationship between Transformational Leadership (TL) and Turnover Intention (TI). The analysis of indirect effects aimed to determine whether transformational leadership influences turnover intention through its impact on employees' organizational commitment and perceived work stress. The results of the indirect effect analysis are summarized in the following table:

Table 3. Path Analysis – Specific Indirect Effects

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
TL -> OC -> TI	-0,097	-0,098	0,038	2,540	0,011
TL -> WS -> TI	-0,055	-0,055	0,022	2,511	0,012
WS -> OC -> TI	0,056	0,057	0,033	1,704	0,088
TL -> WS -> OC -> TI	-0,015	-0,015	0,010	1,539	0,124

The results show that OC significantly mediates the relationship between TL and TI ($O = -0.097$; $p < 0.05$). In other words, transformational leadership contributes to reducing turnover intention by enhancing organizational commitment. This finding supports previous studies that identified OC as an effective mediator between leadership style and turnover intention (Donkor et al., 2022; Rawashdeh et al., 2022; Rošková et al., 2024).

The relationship between TL and TI is also significantly mediated by WS ($O = -0.055$; $p < 0.05$). This suggests that transformational leadership helps alleviate work-related stress, which in turn reduces employees' intention to leave the organization. This result is consistent with findings by Manoppo (2020), who emphasized the importance of stress as a mediating path in the relationship between transformational leadership and turnover intention.

The indirect effect of WS on TI via OC was found to be statistically insignificant ($O = 0.056$; $p > 0.05$). While the direction of the relationship implies that OC may weaken the impact of work stress on turnover intention, the effect is not strong enough to be generalized. Thus, OC was not a significant mediator between WS and TI in this study. This finding suggests that the mediating role of OC in the WS–TI relationship may be limited and context-dependent.

The serial mediation path involving both WS and OC was found to be not statistically significant ($O = -0.014$; $T = 1.411$; $p > 0.05$). This indicates that the indirect influence of

TL on TI through the sequential path of WS and OC does not produce a significant effect. This result may be attributed to the non-significant direct effect of WS on OC observed in this study, which diminishes the strength of the overall mediation chain.

The results indicate that TL has a significant negative effect on WS, suggesting that transformational leadership can reduce employees' levels of work stress. This aligns with Nielsen et al. (2023), who found that transformational leaders cultivate supportive work environments and attend to the emotional well-being of their employees. In the retail industry, where job pressure is often high, transformational leaders motivate and reward staff, articulate a clear and optimistic vision for the future, and help reduce uncertainty factors that contribute to lowering workplace stress and enhancing job comfort.

Furthermore, TL was found to have a significant positive effect on OC, supporting prior research by Martins et al. (2023); Raza & Yousufi (2023), which demonstrated that transformational leaders increase employees' commitment to their organizations by fostering motivation and emotional engagement. In the context of retail an industry characterized by high employee turnover the role of transformational leadership is essential in cultivating employee loyalty, building trust, enhancing involvement, and promoting collaboration among team members (Deloitte, 2022).

However, TL did not have a significant direct effect on TI. This implies that the influence of TL on employees' decisions to stay or leave the organization is more indirect, acting through mediating variables such as OC and WS. This finding is consistent with studies by Manoppo (2020) and Rawashdeh et al. (2022), who noted that the effect of transformational leadership on turnover intention is more effectively transmitted through mechanisms that either increase organizational commitment or reduce work stress.

In this study, WS had a negative but statistically insignificant effect on OC. While the direction of the relationship implies that increased work stress tends to reduce commitment, the effect was not strong enough to be generalized. This contradicts findings by Dewi et al. (2023), who reported a significant negative relationship. The discrepancy may be attributed to contextual factors, such as informal peer support, flexible working hours, or higher resilience levels among young retail employees. In work environments where pressure is normalized and adaptive mechanisms exist, stress may not directly reduce commitment. This interpretation is supported by Christover & Ie. (2021), who found that the relationship between stress and commitment can be weakened by social support and an adaptive workplace culture.

Item-level analysis of the OC construct revealed that item OC14 ("You are ready to resign if another company offers better benefits") had the lowest mean score (1.948), far below other items. This variability in responses may explain the non-significant relationship between WS and OC, as inconsistencies in the perception of organizational commitment weaken the formation of a clear pattern.

WS was found to have a significant positive effect on TI, indicating that high levels of work stress increase employees' intentions to leave the organization. This aligns with Agustina & Setyaningrum (2022) and Kansoy (2023), who emphasized that unmanaged stress can lead to emotional exhaustion, anxiety, and dissatisfaction, ultimately increasing turnover intention. In the retail industry, where job demands are dynamic and intense, managing work-related stress is especially critical.

OC was shown to have a significant negative effect on TI, confirming that employees with stronger commitment are less likely to leave the organization. This finding supports research by Alves et al. (2024) and Wu & Liu (2022), which identified organizational commitment as a key factor in reducing turnover. Committed employees are typically more loyal and invested in the success of the company, as they feel valued and aligned with the organization's mission.

The indirect effect analysis revealed that TL influences TI significantly through OC, indicating a strong mediation pathway. This suggests that transformational leaders reduce turnover intention by fostering stronger employee commitment. Leaders who offer inspiration, motivation, and individualized consideration foster a sense of belonging, thereby encouraging retention. These findings are consistent with those of Donkor et al.

(2022) and Rošková et al. (2024), who identified OC as a major mediator in the TL–TI relationship.

Additionally, the mediating effect of WS was also significant, though weaker than that of OC. Transformational leadership reduces work stress, which in turn decreases turnover intention. This aligns with Manoppo (2020), who emphasized that managing work stress is a key mechanism for reducing turnover in high-pressure environments like retail.

However, the indirect effect of WS on TI through OC was not statistically significant. Although the relationship direction implies that high stress weakens commitment and increases turnover intention, this mediation was not robust enough to be generalized. This may be due to high variance in OC data, as reflected by the wide disparity among item scores, particularly OC14. This heterogeneity in respondents' perceptions of commitment may weaken OC's mediating role. Thus, unlike studies by Dewi et al. (2023) and Christover & Ie. (2021), the findings here suggest that OC does not significantly explain the impact of WS on TI in this context.

Finally, the serial mediation pathway TL → WS → OC → TI was also not significant, indicating that the combination of both mediators did not yield a strong enough influence on the TL–TI relationship. One possible explanation is that the effect of WS on OC was not sufficiently strong to reinforce this dual mediation path. This is in line with Agustama & Giantari (2020), who suggested that interaction among mediating variables is often shaped by contextual elements such as organizational support and workplace culture.

CONCLUSION

This study aimed to investigate the effect of transformational leadership on employees' turnover intention, with work stress and organizational commitment as mediating variables. The findings reveal that transformational leadership positively influences organizational commitment and reduces work stress. In turn, organizational commitment was found to significantly reduce employees' intention to resign, while work stress increased it. However, the relationship between work stress and organizational commitment was statistically insignificant, as was the indirect effect of transformational leadership on turnover intention through both mediators simultaneously.

Although this research provides valuable insights into how transformational leadership affects turnover intention, several limitations should be noted. First, the study was conducted over a short period of two months and was geographically limited to East Jakarta, Bogor, and Depok. As such, the results may not fully represent conditions in other regions. Second, the research focused solely on one retail company PT Duta Intiguna Yasa (Mr. DIY) which limits the generalizability of the findings to other retail firms or industrial sectors. Third, the use of purposive sampling introduces potential subjective bias in respondent selection, which may affect sample representativeness. Lastly, the quantitative approach employed was insufficient to explore deeper emotional dynamics and interpersonal relationships between leaders and employees elements that could provide a richer understanding of the phenomenon under study.

To address these limitations, future research should consider broader geographic and industry coverage to enhance result generalizability. A mixed-methods approach, combining both quantitative and qualitative techniques, is recommended to capture employees' subjective perceptions and lived experiences. Furthermore, the use of probability sampling methods, such as stratified sampling, could minimize selection bias. Adding moderating or control variables such as organizational culture, social support, or job satisfaction would also help develop a more comprehensive research model and deepen the understanding of the relationships among variables.

The findings of this study offer important practical implications for management in the retail sector, which often experiences high turnover rates. Managers and supervisors are encouraged to adopt transformational leadership practices that inspire, support, and establish a shared vision with their teams. Organizations must also manage work-related stress systematically by identifying stressors and providing interventions such as counseling, realistic workload distribution, and fair, transparent reward systems.

Additionally, efforts to strengthen organizational commitment should include fostering an inclusive work environment, clarifying career advancement pathways, and improving internal communication to ensure that employees feel valued, involved, and emotionally connected to the organization.

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