

THE EFFECT OF JOB SATISFACTION ON EMPLOYEE RETENTION WITH TRANSFORMATIONAL LEADERSHIP STYLE

Rodiatan Mardiyah¹, Shofia Mauizotun Hasanah²

^{1,2} Universitas Islam Negeri Mataram

E-mail: rodiatanmardiyah@gmail.com, shofiamauizotunhasanah@uinmataram.ac.id

ABSTRACT: This study aims to determine the effect of job satisfaction on employee retention with the moderation of transformational leadership style at Bank Syariah Indonesia in Mataram City. This study uses a quantitative approach with a survey design and a Likert-scale questionnaire as an instrument to measure the variables studied. The sample was all 32 employees of BSI KCP Mataram. Data analysis used moderated regression analysis. The results showed that job satisfaction had a significant positive effect on employee retention with a p -value < 0.05 . Meanwhile, transformational leadership style did not moderate the effect of job satisfaction on employee retention, because the p -value > 0.05 even though R^2 reached 89.3%. Based on these results, the management is advised to improve job satisfaction by focusing on aspects that contribute significantly, and to conduct regular evaluations of leadership styles to support employee retention.

Keywords: Job Satisfaction, Employee Retention, Transformational Leadership

ABSTRAK: Penelitian ini bertujuan untuk mengetahui pengaruh kepuasan kerja terhadap retensi karyawan dengan moderasi gaya kepemimpinan transformasional di Bank Syariah Indonesia Kota Mataram. Penelitian ini menggunakan pendekatan kuantitatif dengan desain survei dan kuesioner berskala *likert* sebagai instrumen untuk mengukur variabel-variabel yang diteliti. Sampel adalah seluruh karyawan BSI KCP Mataram yang berjumlah 32 orang. Analisa data menggunakan teknik regresi moderasi (*moderated regression analysis*). Hasil penelitian menunjukkan bahwa kepuasan kerja berpengaruh positif signifikan terhadap retensi karyawan dengan p -value $< 0,05$. Sedangkan gaya kepemimpinan transformasional tidak memoderasi pengaruh kepuasan kerja terhadap retensi karyawan, karena p -value $> 0,05$ meskipun R^2 mencapai 89,3%. Berdasarkan hasil tersebut, pihak manajemen disarankan untuk meningkatkan kepuasan kerja dengan fokus pada aspek-aspek yang

berkontribusi signifikan, serta melakukan evaluasi berkala terhadap gaya kepemimpinan guna mendukung retensi karyawan.

Kata Kunci: Kepuasan Kerja, Retensi Karyawan, Kepemimpinan Transformasional

A. INTRODUCTION

Employees are one of a company's primary assets in achieving long-term success. Therefore, it is crucial for companies to have and retain quality human resources (HR), especially in the face of global competition and technological change. Consequently, as one of the largest Islamic banks in Indonesia, Bank Syariah Indonesia (BSI) recognizes the importance of maintaining the quality and retention of its human resources to face the challenges of a competitive and dynamic Islamic banking industry. High employee turnover not only disrupts operations but also incurs significant costs for companies, both in recruitment and training. Therefore, it's no surprise that employee retention is a top priority for many companies, including BSI.

Following the merger in 2021, BSI faced significant challenges. In addition to improving services and product innovation, BSI must maintain the quality of its human resources to ensure operational sustainability and maintain a competitive position in the Islamic banking industry. BSI's 2023 annual report showed an employee turnover rate of 3.77%, representing 688 employees, with 606 resigning. The report also indicated that BSI allocated a budget of Rp90.6 billion for employee competency development. Therefore, employee retention is a key priority for BSI (PT BSI Indonesia Report, 2023).

One way to maintain employee retention is by increasing job satisfaction. Research (Nurmalitasari & Andriyani, 2021) found that job satisfaction significantly influences employees' desire to stay with the company. Factors such as compensation, work culture, career development opportunities, and

relationships with leaders significantly influence employee job satisfaction levels. Handoko and Soeling's research also explains that in the Islamic banking industry, the relationship between leaders and employees significantly influences employee loyalty and retention (Handoko & Soeling, 2020).

Leadership is a crucial factor in maintaining employee retention. One leadership style that is effective in increasing job satisfaction and retention is transformational leadership. First introduced by Burns and developed by Bass, this concept focuses on empowering employees, encouraging innovation, and creating a shared vision.

Several previous studies have discussed the influence of job satisfaction on employee retention and the role of transformational leadership in improving organizational performance. Sinta Sundari Heryanti and Abdul Nasim (2023) found that job satisfaction plays a significant role in reducing employee turnover. However, this study did not consider the moderating factor of leadership style, which could have a stronger influence on retention. In contrast, research by Renita Millena and Muhammad Donal Mon found that job satisfaction had no significant effect on employee retention. Vinda Sri Hapsari and Hari Yeni also concluded that transformational leadership directly increases employee loyalty, but this study did not examine how job satisfaction interacts with leadership style to influence employee retention. Therefore, this study fills the gap in previous research by examining the influence of job satisfaction, employee retention, and transformational leadership style.

B. METHODS

This study uses a quantitative approach with Likert scale questionnaire data collection on variables 1) job satisfaction including satisfaction with the job itself, salary opportunities, promotion opportunities, satisfaction with supervision, and satisfaction with coworkers; 2) employee retention including: organizational

components, career opportunities, rewards, task and job design, and employee relations; and 3) transformational leadership style including: dealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The study was conducted on 32 samples of PT BSI employees in Mataram City. The sampling characteristics narrowed down to the sampling from Bafadal (2019). Data analysis emphasized moderated regression with simple linear regression through Moderated Regression Analysis (MRA) by maintaining statistical tests as the basis for validation and calculation. The study was conducted in a natural environment or non-contrived setting, where all activities run normally without manipulation.

C. RESULTS AND DISCUSSION

1. Research Result

a. Instrument Test

Instrument testing consists of validity and reliability testing. Validity testing is conducted to ensure that the measurement instrument, namely the questionnaire, is valid in measuring the intended variables. Once the measurement instrument is deemed valid, a reliability test is conducted. Reliability testing is used to measure the consistency of the measurement instrument, ensuring that the measurement results remain unchanged even when repeated under the same conditions.

b. Test Validity and Reliability of Job Satisfaction Variable (X)

Number Question	Significance	R Count	R Table	Information
1	0,000	0.821	0.3494	Valid
2	0,000	0.630	0.3494	Valid
3	0,000	0.635	0.3494	Valid
4	0,000	0.793	0.3494	Valid

5	0,000	0.820	0.3494	Valid
6	0.007	0.467	0.3494	Valid
7	0.003	0.515	0.3494	Valid
8	0,000	0.676	0.3494	Valid
9	0,000	0.825	0.3494	Valid
10	0,000	0.754	0.3494	Valid
11	0,000	0.802	0.3494	Valid
12	0,000	0.796	0.3494	Valid
13	0,000	0.674	0.3494	Valid
14	0,000	0.736	0.3494	Valid
15	0,000	0.772	0.3494	Valid

Based on the validity test results above, it is shown that the calculated r value is $> r$ table with a significance value (p-value) < 0.05 so that the data is considered valid and can be continued for reliability testing. Based on the results of the reliability test, the Cronbach Alpha value is 0.93 with an N of 15. This value is > 0.07 so the data is considered reliable.

c. Test Validity and Reliability of Employee Retention

Variable (Y)

Number Question	Significance	R Count	R Table	Information
1	0,000	0.825	0.3494	Valid
2	0,000	0.760	0.3494	Valid
3	0,000	0.826	0.3494	Valid
4	0,000	0.857	0.3494	Valid
5	0,000	0.872	0.3494	Valid
6	0,000	0.860	0.3494	Valid
7	0,000	0.892	0.3494	Valid
8	0,000	0.894	0.3494	Valid
9	0,000	0.881	0.3494	Valid
10	0,000	0.849	0.3494	Valid
11	0,000	0.761	0.3494	Valid

12	0,000	0.851	0.3494	Valid
13	0,000	0.700	0.3494	Valid
14	0,000	0.697	0.3494	Valid
15	0,000	0.829	0.3494	Valid

Based on the validity test results above, it is shown that the calculated $r > r$ table and the significance value (p-value) < 0.05 , so the data is considered valid. Furthermore, the reliability test results above show a Cronbach Alpha value of $0.966 > 0.07$, so the data is considered reliable.

d. Test Validity and Reliability of Transformational Leadership Style Variable (Z)

Number Question	Significance	R Count	R Table	Information
1	0,000	.911	0.3494	Valid
2	0,000	.880	0.3494	Valid
3	0,000	.906	0.3494	Valid
4	0,000	.886	0.3494	Valid
5	0,000	.899	0.3494	Valid
6	0,000	.869	0.3494	Valid
7	0,000	.875	0.3494	Valid
8	0,000	.795	0.3494	Valid
9	0,000	.825	0.3494	Valid
10	0,000	.830	0.3494	Valid
11	0,000	.792	0.3494	Valid
12	0,000	.825	0.3494	Valid

Based on the validity test results above, it is shown that the calculated $r > r$ table and the significance value (p-value) < 0.05 , so the data is considered valid. The reliability test results show a Cronbach Alpha value of $0.967 > 0.07$, so the data is considered reliable.

e. Classical Assumption Test

Before conducting regression analysis and hypothesis testing, it is necessary to conduct several classical assumption tests with the aim of determining whether the regression model used is free from assumption deviations and meets the requirements for producing a good linear relationship.

1) Normality Test

A normality test was conducted to determine whether the residuals (errors) from the regression model were normally distributed.¹³⁷ The Kolmogorov-Smirnov test was used in this normality test and showed that the Asymp. Sig. (2-tailed) value obtained was 0.200. This result is > 0.05 , so it can be concluded that the data is normally distributed.

2) Multicollinearity Test

The multicollinearity test was conducted to ensure that there was no multicollinearity relationship between the independent variables.¹³⁸ The test results obtained showed that the tolerance value was $3.11 > 0.100$ and $VIF < 10.00$, so it can be concluded that there were no symptoms of multicollinearity.

3) Heteroscedasticity Test

By using the Glejser test, the results of the heteroscedasticity test above show that the significance value of 0.94 is greater than 0.05 ($0.94 > 0.05$) so it can be concluded that the data does not experience symptoms of heteroscedasticity.

f. Simple Linear Regression Test

Simple linear regression analysis is an analysis conducted to test the influence of one independent variable on one dependent variable. Based on the results of the simple linear regression test, it can be seen

that: 1) the constant value in the test results shows a value of -2.781. This means that if job satisfaction is 0 (constant) then employee retention is -2.781; 2) the regression coefficient value of the independent variable is positive (+) at 1.053. This means that if job satisfaction increases then employee retention will also increase, and vice versa; 3) the calculated t value (9.938) > t table (2.042) and the significance value of the job satisfaction variable is 0.00 (<0.05). So it can be concluded that the job satisfaction variable has a significant effect on the employee retention variable and H1 is accepted.

g. Coefficient of Determination (R²)

The coefficient of determination shows that the value of the coefficient of determination or R square (R²) is 0.767, so it can be seen that the job satisfaction variable explains 76.7% of the variation in employee retention, while the remainder (23.3%) is explained by other factors not included in the model, with other factors considered constant (*ceteris paribus*).

h. Moderation Regression Test

Based on the results of the moderation regression test that has been carried out, it can be seen that: 1) the constant value in the test results shows a value of -2.665. This means that if the independent variable has a value of 0 (constant) then the dependent variable has a value of -2.665; 2) the regression coefficient value of the interaction variable between job satisfaction and transformational leadership style is negative (-) at 0.001. So if the interaction variable between job satisfaction and transformational leadership style increases then the employee retention variable will decrease, and vice versa; 3) the calculated t value (-0.130) < t table (2.042) and the significance value

of the interaction variable between job satisfaction and transformational leadership style is 0.897 (> 0.05). So it can be concluded that the interaction variable between job satisfaction and transformational leadership style does not have a significant effect on employee retention and H2 is not accepted.

The interaction coefficient indicates that transformational leadership weakens the effect of job satisfaction on employee retention. However, this moderating effect is not statistically significant. Therefore, the presence of transformational leadership does not have a significant moderating effect on the influence of job satisfaction on employee retention.

i. Coefficient of Determination (R^2)

The R Square value in the determination coefficient test results shows a value of 0.893, which means that 89.3% of the variation in employee retention can be explained by job satisfaction, transformational leadership style, and the interaction between the two. The remaining 10.7% is explained by other factors outside this model, with other factors considered constant (*ceteris paribus*). The R Square of 89.3% indicates that this model is quite strong in explaining variations in employee retention. The variables of job satisfaction, transformational leadership style, and their interaction together have a contribution to employee retention. However, because moderation is not significant, this contribution comes more from the direct influence of X and Z. So in the context of this study, transformational leadership style does not moderate the effect of job satisfaction on employee retention.

2. Discussion

a. The Influence of Job Satisfaction on Employee Retention at BSI Mataram City

Satisfaction Job satisfaction indicates a match between expectations and reality related to work. Employees with high job satisfaction will decide to stay with the company to deliver more satisfying work results.¹⁴⁰ Furthermore, high job satisfaction also indicates that the organization is managed professionally. Therefore, the higher employee satisfaction with their work, the less likely they are to move to another company.¹⁴¹ This aligns with research by Sinta Sundari Heriyanti and Abdul Nasim, which found that job satisfaction has a positive effect on employee retention (Heryanti & Nasim, 2023).

The results of the simple linear regression test in this study indicate that job satisfaction has a significant influence on employee retention. This indicates that employees who are satisfied with their jobs tend to be more motivated to stay with the company. Factors such as fair compensation, good working relationships with colleagues and superiors, and career development opportunities contribute to higher levels of job satisfaction. This finding supports theory and previous research that confirms job satisfaction as a key predictor of employee retention.

From an Islamic perspective, job satisfaction can be viewed as a form of trust a leader fulfills for his employees. A wise leader not only demands results but also strives to meet employees' needs so they feel valued and treated fairly. When employees feel... appreciated for their hard work, loyalty to the organization will increase, which further strengthens retention.

b. The Influence of Job Satisfaction on Employee Retention with Transformational Leadership Style Moderation at BSI KCP Mataram-Majapahit

Based on the results of the MRA test, it was found that the leadership style Transformational leadership does not moderate the effect of job satisfaction on employee retention. The direct effect of job satisfaction on employee retention is strong enough without the need for moderating leadership style. This confirms that job satisfaction should be a primary focus of HR management strategies at BSI KCP Mataram-Majapahit, while transformational leadership needs to be evaluated for its effectiveness in specific contexts.

Leadership theory Transformational leadership explains that leaders who empower, inspire, and provide a clear vision can increase employee motivation and loyalty. The insignificant moderation results do not mean that transformational leadership is unimportant. However, this leadership style may operate through other mechanisms, such as directly influencing employee retention. Research by Vinda Sri Hapsari and Hari Yeni shows that transformational leadership strengthens employee loyalty (Hapsari & Yeni, 2024).

Yusuf Khoirul Hidayat and Rina Dwiarti's research also explains that transformational leadership has no significant effect on turnover intention. Therefore, transformational leadership must be tailored to the needs of the organization and employees. Furthermore, it is crucial to consider the local context when implementing leadership styles. Thus, this study reinforces the importance of job satisfaction as a key factor in increasing employee retention, regardless of the moderating effect of transformational leadership.

In Islam, leaders are expected not only to inspire but also to fulfill the

basic needs of those they lead. Effective leaders are those who are able to strike a balance between motivation and fulfilling basic needs, such as recognition for hard work, a conducive work environment, and employee well-being.

D. CONCLUSION

Based on the results of the research data analysis and discussion, it can be concluded that job satisfaction has a significant positive effect on employee retention. Therefore, the higher the job satisfaction of BSI Mataram City employees, the higher their likelihood of remaining in the company. Transformational leadership style does not moderate the effect of job satisfaction on employee retention. Although the negative regression coefficient of the interaction variable indicates a weakening moderation effect, the calculated t value $< t$ table and significance > 0.05 , so the effect is considered insignificant. This leadership style may work through other mechanisms, such as directly influencing employee retention. Therefore, job satisfaction should be the main focus in the HR management strategy at BSI KCP Mataram-Majapahit, while transformational leadership needs to be evaluated for its effectiveness in certain contexts.

E. REFERENCES

- Ahmad Rivai, "Pengaruh Kepemimpinan Transformasional dan Budaya Organisasi Terhadap Kinerja Karyawan", *MANEGGGIO: Jurnal Ilmiah Magister Manajemen*, Vol. 3, Nomor 2, September 2020, hlm. 220.
- Ahmad Sulhan, *Teori Kepemimpinan dalam Organisasi Pendidikan Islam*, Mataram: Sanabil, 2020, hlm. 88-90.
- Aminatus Zahriyah, Suprianik, Agung Parmono, dan Mustofa, *Ekonometrika: Teknik dan Aplikasi dengan SPSS*, Jember: Mandala Press, 2021, hlm. 55-64.

- Astrid Gabriela Hassan, Chloro Aprit Donianto, Toar Joshua Kiolol, dan Tengku Mohd. Khairal Abd, "Pengaruh Talent Management dan Work Life Balance Terhadap Retensi Karyawan dengan Mediasi Dukungan Organisasi", *MODUS*, Vol. 34, Nomor 2, September 2022, hlm. 155-164.
- BAFADAL, I. (2019). PENDEKATAN T-GROUP DINAMIS DALAM MENINGKATKAN KEMANDIRIAN REMAJA: Studi Pada Remaja Awal di Desa Lendang Nangka Utara Kecamatan Masbagik Kabupaten Lombok Timur. *QAWWAM : Jurnal Pengarusutamaan Gender*, 13 (1), 29–42. <https://doi.org/10.20414/qawwam.v13i1.1701>
- Bank Syariah Indonesia, "Laporan Tahunan 2023 PT Bank Syariah Indonesia, Tbk.", dalam <https://ir.bankbsi.co.id/misc/AR/AR2023-ID/index.html>, diakses tanggal 25 September 2024, pukul 16.17.
- Dedi Rianto Rahadi dan Muhammad Miftah Farid, *Monograf: Analisis Variabel Moderating*, Tasikmalaya: CV Lentera Ilmu Mandiri, 2021, hlm. 29.
- Dg. Mapata, Moh. Rolli Paramata, Ismartaya et. al., *MSDM (Teori dan Penerapannya Dalam Organisasi)*, Bandung: CV Media Sains Nusantara, 2024, hlm. 154.
- Fajrillah Kolomboy, *Kepemimpinan Transformasional Berbasis Spiritual*, Purbalingga: CV Eureka Media Aksara, 2023, hlm. 24-31.
- Iesyah Rodliyah, *Pengantar Dasar Statistika: Dilengkapi Analisis dengan Bantuan Software SPSS*, Jombang: LPPM UNHAS Y Tebuireng Jombang, 2021, hlm., 90-92.
- Muh. Bahrul Mu'min dan Julia Nur Maulida, "Dialektika Al-Qur'an Terhadap Kepemimpinan Transformasional", *Gunung Djati Conference Series*, Vol. 36, 2023, hlm. 185-187.
- Muhammad Yazif Nabhan Akmal, "Pengaruh Manajemen Bakat Melalui Retensi Karyawan Terhadap Kinerja Karyawan Generasi Z (Studi Pada Toserba Pajajaran Kota Banjar)", *Skripsi*, Fakultas Ekonomi UIN Maulana Malik Ibrahim Malang, Malang, 2023, hlm. 29.
- Nur Fadilah Amin, Sabaruddin Garancang, dan Kamaluddin Abunawas, "Konsep Umum Populasi dan Sampel dalam Penelitian", *JURNAL PILAR: Jurnal Kajian Islam Kontemporer*, Vol. 14, Nomor 1, Juni 2023, hlm. 17-20.

Onsardi dan Meilaty Finthariasari, *Manajemen Sumber Daya Manusia (Strategi Meningkatkan Kinerja Karyawan)*, Purbalingga: CV Eureka Media Aksara, 2022, hlm. 61.

Putri Ayu Febryani BR S Meliala, "Pengaruh Kepemimpinan Transformasional Terhadap Kepuasan Kerja Karyawan Pancur Gading Hotel & Resort di Delitua Serdang", *Skripsi*, FS Universitas Medan Area, Medan, 2023, hlm. 20.

QS Ali Imran [3] : 159.

QS Al-Bayyinah [98] : 5.

QS Al-Isra [17] : 84.

QS Ibrahim [14] : 4; 7.

QS Al-Mujadalah [58] : 11.

QS Al-Mu'minun [23] : 8.

QS Shad [38] : 29.

QS At-Taubah [9] : 59; 105.

QS Az-Zumar [39] : 10.

Rahmat Defrimarhenza, "Analisis Kepuasan Kerja Dalam Perspektif Islam Pada Guru SMP Tahfizhul Quran Al Falaah Indragiri di Rengat", *Skripsi*, Fakultas Ekonomi dan Bisnis Universitas Islam Riau, Pekanbaru, 2022, hlm. 9-10.

Renita Millena dan Muhammad Donal Mon, "Analisis Pengaruh Kompensasi, Pelatihan dan Pengembangan Terhadap Retensi Karyawan dengan Kepuasan Kerja sebagai Mediasi pada Karyawan Manufaktur Tunas Bizpark Kota Batam", *JWM: Jurnal Wawasan Manajemen*, Vol. 10 Nomor 3, Oktober 2022, hlm. 157-161.

Riski Eka Putri, "Hubungan Religiusitas Islami dan Kepuasan Kerja dengan Psychological Well-Being pada Guru Honorer Dinas Pendidikan Kabupaten Lingga", *Tesis*, Fakultas Psikologi UIN Sultan Syarif Kasim Riau, Riau, 2024, hlm. 42-43.

- Roni Harsoyo, "Teori Kepemimpinan Transformasional Bernard M. Bass dan Aplikasinya Dalam Peningkatan Mutu Lembaga Pendidikan Islam", *Southeast Asian Journal of Islamic Education Management*, Vol. 3, Nomor 2, 2022, hlm. 250-256.
- Safira Nurmalitasari dan Andriyani, "Pengaruh Pelatihan, Pengembangan Karier, Work Life Balance Terhadap Retensi Karyawan Dengan Kepuasan Kerja Sebagai Variabel Pemediasi (Studi Pada Karyawan Tetap PT. BPR Restu Artha Makmur Kota Semarang)", *Diponegoro Journal of Management*, Vol. 10, Nomor 3, 2021, hlm. 5-12.
- Sena Wahyu Purwanza, Aditya Wardhana et. al., *Metodologi Penelitian Kuantitatif, Kualitatif dan Kombinasi*, Bandung: CV Media Sains Indonesia, 2022, hlm. 8.
- Shafira Vaniasari dan Mirwan Surya Perdhana, "Kepuasan Kerja Mahasiswa Magang: Studi Literatur", *Diponegoro Journal of Management*, Vol. 12, Nomor 4, 2023, hlm. 2-3.
- Sinta Sundari Heryanti dan Abdul Nasim, "Pengaruh Lingkungan Kerja, Kompensasi dan Kepuasan Kerja Terhadap Retensi Karyawan", *Jurnal Pelita Manajemen*, Vol. 2, Nomor 1, Mei 2023, hlm. 22-29.
- Suhirman dan Yusuf, *Penelitian Kuantitatif: Sebuah Panduan Praktis*, Mataram: Fakultas Tarbiyah dan Keguruan UIN Mataram, 2019, hlm. 94-117.
- Syarifuddin dan Ibnu Al Saudi, *Metode Riset Praktis Regresi Berganda dengan SPSS*, Palangkaraya: Bobby Digital Center, 2022, hlm. 53- 81.
- Tri Handoko dan Pantius Drahen Soeling, "Analisa Penyebab Turnover Intention Karyawan Pada Sektor Perbankan Syariah", *Syntax Idea*, Vol. 2, Nomor 9, September 2020, hlm. 683-684.
- Vinda Sri Hapsari dan Hari Yeni, "Pengaruh Gaya Kepemimpinan Transformasional Terhadap Loyalitas Karyawan di Rumah Sakit Mitra Manakarra Mamuju", *AL-ILMU: Jurnal Ilmiah Multidisiplin Unika*, Vol. 1, Nomor 1, Juni 2024, hlm. 7.
- Yusuf Khoirul Hidayat dan Rina Dwiarti, "Pengaruh Kepemimpinan Transformasional dan Stres Kerja Terhadap Turnover Intention dengan Kepuasan Kerja sebagai Variabel Mediasi pada Karyawan

Indomaret di Kecamatan Depok, Sleman, Yogyakarta”, *Jurnal Ekonomi Revolusioner*, Vol. 7, Nomor 6, Juni 2024, hlm. 186.