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**THE EFFECT OF JOB SATISFACTION ON EMPLOYEE RETENTION  
WITH MODERATION OF TRANSFORMATIONAL LEADERSHIP STYLE  
AT BANK SYARIAH INDONESIA (BSI), MATARAM-MAJAPAHIT  
SUB-BRANCH OFFICE (KCP)**

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***Abstract***

This study aims to investigate the effect of job satisfaction on employee retention and the moderating effect of transformational leadership style on the relationship between job satisfaction and employee retention at Bank Syariah Indonesia, Mataram-Majapahit Sub-Branch Office. The research adopts a quantitative approach with a survey design, utilizing a Likert-scale questionnaire as the instrument to measure the variables studied. Data collected from all 32 employees at the Mataram-Majapahit Sub-Branch Office were analyzed using moderated regression analysis (MRA) with the assistance of SPSS software. The findings reveal that job satisfaction has a significant positive effect on employee retention, with a p-value < 0.05. However, transformational leadership style does not moderate the relationship between job satisfaction and employee retention, as indicated by a p-value > 0.05, despite an R<sup>2</sup> value of 89.2%. Based on these results, it is recommended that management enhance job satisfaction by focusing on key contributing factors and conducting regular evaluations of leadership styles to support employee retention. Furthermore, future researchers are encouraged to broaden the scope of study and incorporate additional variables to achieve a more comprehensive understanding.

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***Keywords:*** *Job Satisfaction, Employee Retention, Transformational Leadership Style*

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**1. INTRODUCTION**

Employees are one of the main assets for the company in an effort to achieve long-term success. So it is very important for companies to have and maintain quality human resources (HR), especially in the face of global competition and technological change. In line with that, as one of the largest Islamic banks in Indonesia, Bank Syariah Indonesia (BSI) realizes the importance of maintaining the quality and retention of human resources in facing the challenges of a competitive and dynamic Islamic banking industry. High employee turnover not only causes operational disruption but also incurs huge costs for the company, both for recruitment and training. So it's no wonder that employee retention is a top priority for many companies, including BSI.

After the merger process in 2021, BSI faces many big 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 shows that the employee turnover rate reached 3.77% or 688 people, with 606 people resigning. The report also shows that for employee competency development, BSI realized a budget of Rp90.6 billion (Bank Syariah Indonesia, 2023: 216-217). Therefore, employee retention is an important priority for BSI.

One way to maintain employee retention is to increase job satisfaction. Research by Shafira Nurmatalasari and Andriyani (2021: 12) found that job satisfaction has a significant

influence on employees' desire to stay in the company. Factors such as compensation, work culture, career development opportunities, and relationships with leaders greatly affect the level of employee job satisfaction. Research by Tri Handoko and Pantius Drahon Soeling (2020: 683-684) also explains that in the Islamic banking industry, the relationship between leaders and employees greatly affects employee loyalty and retention.

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

A number of previous studies have discussed the effect of job satisfaction on employee retention and the role of transformational leadership in improving organizational performance. Sinta Sundari Heryanti and Abdul Nasim (2023: 29) found that job satisfaction plays a significant role in reducing employee turnover. However, this study did not take into account the moderating factor of leadership style, which could have a stronger influence on retention. In contrast, research by Renita Millena and Muhammad Donal Mon (2022: 161) found that job satisfaction has no significant effect on employee retention. Vinda Sri Hapsari and Hari Yeni (2024: 7) also concluded that transformational leadership directly increases employee loyalty, but this study did not see how job satisfaction interacts with leadership style to influence employee retention.

Oleh karena itu, penelitian ini mengisi gap dalam penelitian sebelumnya dengan menguji pengaruh kepuasan kerja terhadap retensi karyawan dengan moderasi gaya kepemimpinan transformasional. Berbeda dari penelitian terdahulu yang hanya fokus pada satu variabel, penelitian ini akan memberikan pemahaman lebih mendalam tentang bagaimana gaya kepemimpinan transformasional memoderasi pengaruh kepuasan kerja terhadap retensi karyawan. Penelitian ini menjadi relevan dalam konteks BSI, di mana gaya kepemimpinan sangat penting dalam menjaga SDM berkualitas di tengah tantangan industri perbankan syariah.

## 2. METHODS

This study uses a quantitative approach with data collection using a *Likert* scale questionnaire as an instrument to measure the variables studied. Given that this research is population-based, all members of the population, consisting of 32 employees of BSI KCP Mataram-Majapahit, are directly involved as research subjects. The data obtained were then analyzed using moderation regression techniques with SPSS version 25 *software* as a data processing tool.

### 2.1 Research Variables

#### 2.1.1 Independent Variable

Independent variables (X) are variables that cause or are thought to affect other variables (Purwanza, S. W, et. al., 2022: 8). In this study, the independent variable is job satisfaction. Job satisfaction is defined by Klee (2011) in Vaniasari, S, & Perdhana, MS (2023: 2) as the extent to which a person likes or dislikes their job, and how a person views and feels different things about their job. Job satisfaction variables will be measured using indicators such as satisfaction with the job itself, opportunities for salary, promotion opportunities, satisfaction with supervision, and satisfaction with coworkers.

#### 2.1.2 Dependent Variable

The dependent variable (Y) is a variable that is considered to be influenced by changes in other variables (Purwanza, S. W, et. al., 2022: 8). The dependent variable in this study is employee retention, which is an effort made by the company to retain potential employees for a long time for the sustainability of the company. Employee retention variables will be measured using indicators such as organizational components, career opportunities, rewards, task and job design, and employee relations.

### **2.1.3 Moderating Variable**

Moderating variables ( $Z$ ) are variables that strengthen or weaken the relationship between the independent variable and the dependent variable (Purwanza, S. W, et. al., 2022: 8). In this study, transformational leadership style acts as a moderating variable. Transformational leadership style is a leadership model that tends to motivate employees to work better by emphasizing behavior to help transformations between employees/individuals and organizations/companies (Rivai, A, 2020: 220) The indicators that will be used to measure transformational leadership style variables are Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration.

## **2.2 Research Hypothesis**

The hypothesis in this study is as follows.

$H_1$  = Job satisfaction has a positive effect on employee retention at Bank Syariah Indonesia KCP Mataram-Majapahit.

$H_2$  = Transformational leadership style moderates the effect of job satisfaction on employee retention at Bank Syariah Indonesia KCP Mataram-Majapahit.

## **2.3 Data Analysis Technique**

### **2.3.1 Instrument Test**

#### **2.3.1.1 Validity Test**

Validity comes from the word validity, which means the extent to which the measuring instrument has a level of accuracy and accuracy in carrying out its function as a measure. This test is carried out to ensure that the measurement instrument (eg, questionnaire) is valid in measuring the variable in question (Syarifuddin & Saudi, IA, 2022: 53-54). In this validity test, the Bivariate Pearson correlation test technique will be used between the score of each item and the total score. The Pearson correlation coefficient ( $r$ ) can be used to see whether each item is valid in measuring the variable it represents (Syarifuddin & Saudi, IA, 2022: 55).

#### **Criteria:**

- If  $r$  count  $\geq r$  table or if  $p$ -value  $\leq 0.05$ , the item is declared valid.
- If  $r$  count  $\leq r$  table or if  $p$ -value  $\geq 0.05$ , the item is considered invalid and needs to be considered for removal or correction. (Syarifuddin & Saudi, IA, 2022: 55)

#### **2.3.1.2 Reliability Test**

Reliability comes from the word reliability which means the extent to which the results of a measurement can be relied upon or trusted (Suhirman & Yusuf, 2019: 94). Reliability test is used to measure the consistency of the measurement instrument, so that the measurement results do not change even though they are carried out repeatedly under the same conditions. In this test, the Cronbach's Alpha method will be used (Syarifuddin & Saudi, IA, 2022: 59).

#### **Criteria:**

- A high Cronbach's Alpha value (usually  $> 0.7$ ) indicates that the instrument has good reliability (reliable).
- Alpha value  $< 0.7$ , the instrument is considered less reliable, so it needs to be improved (for example, by removing items that reduce reliability). (Syarifuddin & Saudi, IA, 2022: 59)

### 2.3.2 Classical Assumption Test

#### 2.3.2.1 Normality Test

This test is conducted to see if the residuals (errors) of the regression model are normally distributed. In the normality test, the Kolmogorov-Smirnov test or the Shapiro-Wilk test can be used.

**Criteria:**

- If the p-value  $> 0.05$ , the residual distribution is declared normal (Syarifuddin & Saudi, IA, 2022: 65-66).

#### 2.3.2.2 Multicollinearity Test

A multicollinearity test is conducted to ensure that there is no multicollinearity between independent variables. This test will use the Variance Inflation Factor (VIF).

**Criteria:**

- If the VIF value  $< 10$ , then there is no multicollinearity problem (Syarifuddin & Saudi, IA, 2022: 67).

#### 2.3.2.3 Heteroscedasticity Test

This test can be done using the Glejser test or the residual plot graph/residual graph analysis to check the consistency of the residual variance.

**Criteria:**

- If the p-value is  $> 0.05$  on the Glejser test, or there is no particular pattern on the residual graph, then there is no heteroscedasticity problem (Syarifuddin & Saudi, IA, 2022: 67-68).

### 2.3.3 Simple Linear Regression Test

Simple linear regression analysis is an analysis conducted to test the effect of one independent variable on one dependent variable. In this study, a simple linear regression test was conducted to see if there was a significant influence of the variable job satisfaction (X) on employee retention (Y).

**Criteria:** If the p-value is  $\leq 0.05$ , then there is a significant influence between job satisfaction and employee retention (Zahriyah, A., et al., 2021: 55-57).

The econometric model is as follows.

$$Y = \alpha + \beta_1 X + \epsilon$$

**Description:**

$Y$  = Employee Retention

$X$  = Job Satisfaction

$\epsilon$  = Error

### 2.3.4 Moderation Regression Test

Moderating variables are variables that function to strengthen or weaken the relationship between independent variables and dependent variables (Purwanza, S. W, et. al., 2022: 8). The basic model is:

$$Y = \alpha + \beta_1 X + \beta_2 Z + \epsilon$$

Here,  $\beta_1$  measures the direct effect of job satisfaction, and  $\beta_2$  measures the direct effect of transformational leadership style. To see if there is a moderating effect of transformational leadership style, the interaction  $X \times Z$  is added, so that the MRA model is as follows (Rahadi, D, R & Farid, MM 2021: 29).

$$Y = \alpha + \beta_1 X + \beta_2 Z + \beta_3 (X \times Z) + \epsilon$$

Here,  $\beta_3$  measures the interaction effect between job satisfaction (X) and transformational leadership style (Z).

**Criteria:** If the interaction coefficient  $\beta_3$  is significant ( $p\text{-value} \leq 0.05$ ), it can be concluded that transformational leadership style moderates the effect of job satisfaction on employee retention.

### 2.3.5 Hypothesis Test

#### 2.3.5.1 T-Test

The t-statistic test aims to test whether each independent variable has a significant effect on the dependent variable (Syarifuddin & Saudi, IA, 2022: 79).

**Criteria:** If the  $p\text{-value} \leq 0.05$ , then the relationship is significant and provides a basis for drawing valid conclusions (Zahriyah, A, et. al., 2021: 64).

#### 2.3.5.2 Coefficient of Determination ( $R^2$ )

The coefficient of determination ( $R^2$ ) is a statistical measure that shows how well the regression model is able to explain the variability of the dependent variable. The  $R^2$  value gives an indication of the proportion of total variation in the dependent variable that can be explained by the independent variables in the model. The value of  $R^2$  ranges from 0 to 1.

**Criteria:**

- $R^2 = 0$ , Indicating that the model cannot explain any variation at all.
  - $R^2 = 1$ , Means that the model explains 100% of the variation in the dependent variable.
- $1 \leq R^2 \geq 0$ , an  $R^2$  value closer to 1 indicates that the the better the model in explaining the data. (Syarifuddin & Saudi, IA, 2022: 80-81)

## 3. RESULT AND DISCUSSION

### 3.1 Instrument Test

#### 3.1.1 Validity and Reliability Test of Variable X

Table 1 X Variable Validity Test Results

Question Number	Significance	R Count	R Table	Description
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

<b>9</b>	0,000	0,825	0,3494	Valid
<b>10</b>	0,000	0,754	0,3494	Valid
<b>11</b>	0,000	0,802	0,3494	Valid
<b>12</b>	0,000	0,796	0,3494	Valid
<b>13</b>	0,000	0,674	0,3494	Valid
<b>14</b>	0,000	0,736	0,3494	Valid
<b>15</b>	0,000	0,772	0,3494	Valid

Based on the results of the validity test above, it is shown that the value of  $r$  count  $>$   $r$  table with a significance value (p-value)  $< 0.05$ , so that the data is considered valid and can be continued for reliability testing. The following are the results of the reliability test.

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.930	15

**Figure 1. X Variable Reliability Test Results**

Based on the reliability test results above it shows that the Cronbach Alpha value is 0.93. This value is more than 0.07 so that the data is considered reliable.

### 3.1.2 Validity and Reliability Test of Variable Y

**Table 2 Y Variable Validity Test Results**

Question Number	Significance	R Count	R Table	Description
<b>1</b>	0,000	0,825	0,3494	Valid
<b>2</b>	0,000	0,760	0,3494	Valid
<b>3</b>	0,000	0,826	0,3494	Valid
<b>4</b>	0,000	0,857	0,3494	Valid
<b>5</b>	0,000	0,872	0,3494	Valid
<b>6</b>	0,000	0,860	0,3494	Valid
<b>7</b>	0,000	0,892	0,3494	Valid
<b>8</b>	0,000	0,894	0,3494	Valid
<b>9</b>	0,000	0,881	0,3494	Valid
<b>10</b>	0,000	0,849	0,3494	Valid
<b>11</b>	0,000	0,761	0,3494	Valid
<b>12</b>	0,000	0,851	0,3494	Valid
<b>13</b>	0,000	0,700	0,3494	Valid
<b>14</b>	0,000	0,697	0,3494	Valid
<b>15</b>	0,000	0,829	0,3494	Valid

Based on the validity test results above, it is shown that  $r_{count} > r_{table}$  and significance value (p-value)  $< 0.05$  so that the data is considered valid. Furthermore, the results of the reliability test can be seen in the following table.

Reliability Statistics	
Cronbach's Alpha	N of Items
.966	15

**Figure 2. Y Variable Reliability Test Results**

The reliability test results above show that the Cronbach Alpha value  $> 0.07$  so that the data is considered reliable.

### 3.1.3 Validity and Reliability Test of Variable Z

**Table 3 Z Variable Validity Test Results**

Question Number	Significance	R Count	R Table	Description
1	0,000	0,911	0,3494	Valid
2	0,000	0,880	0,3494	Valid
3	0,000	0,906	0,3494	Valid
4	0,000	0,886	0,3494	Valid
5	0,000	0,899	0,3494	Valid
6	0,000	0,869	0,3494	Valid
7	0,000	0,875	0,3494	Valid
8	0,000	0,795	0,3494	Valid
9	0,000	0,825	0,3494	Valid
10	0,000	0,830	0,3494	Valid
11	0,000	0,792	0,3494	Valid
12	0,000	0,825	0,3494	Valid

Based on the validity test results above, it is shown that  $r_{count} > r_{table}$  and the significance value (p-value)  $< 0.05$  so that the data is considered valid.

Reliability Statistics	
Cronbach's Alpha	N of Items
.967	12

**Figure 3. Z Variable Reliability Test Results**

The reliability test results above show that the Cronbach Alpha value  $> 0.07$  so that the data is considered reliable.

### 3.2. Classical Assumption Test

#### 3.2.1 Normality Test

**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		32
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	3.88559409
Most Extreme Differences	Absolute	.116
	Positive	.115
	Negative	-.116
Test Statistic		.116
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

**Figure 4 Normality Test Results**

The normality test is carried out to see whether the residuals (errors) of the regression model are normally distributed (Syarifuddin & Saudi, IA, 2022: 65-66). In this normality test, the Kolmogorov-Smirnov test is used and shows that the Asymp. Sig. (2-tailed) value obtained is 0.200. These results are  $> 0.05$  so it can be concluded that the data is normally distributed.

#### 3.2.2 Multicollinearity Test

**Coefficients<sup>a</sup>**

Model	Collinearity Statistics		
	Tolerance	VIF	
1	Kepuasan Kerja	.321	3.114
	Gaya Kepemimpinan Transformasional	.321	3.114

a. Dependent Variable: Retensi Karyawan

**Figure 5 Multicollinearity Test Results**

Multicollinearity test is conducted to ensure that there is no multicollinearity relationship between independent variables (Syarifuddin & Saudi, IA, 2022: 67). The test results obtained show that the tolerance value  $> 0.100$  and VIF  $< 10.00$  so it can be concluded that there are no symptoms of multicollinearity.

#### 3.2.3 Heteroscedasticity Test

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.
	B	Std. Error	Beta			
1	(Constant)	3.181	2.772		1.148	.261
	Kepuasan Kerja	-.003	.088	-.011	-.035	.972
	Gaya Kepemimpinan Transformasional	-.005	.086	-.019	-.058	.954

a. Dependent Variable: ABS\_RES

**Figure 3.6 Heteroscedasticity Test Results**

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

### 3.3. Simple Linear Regression Test

Model	Coefficients <sup>a</sup>			t	Sig.
	B	Unstandardized Coefficients	Standardized Coefficients		
1	(Constant)	-2.781	5.874	-.474	.639
	Kepuasan Kerja	1.053	.106		

a. Dependent Variable: Retensi Karyawan

Figure 3.7 Simple Linear Regression Test Results

Simple linear regression analysis is an analysis conducted to test the effect between one independent variable on one dependent variable. After entering the value in the test results above, the econometric model is as follows.

$$Y = \alpha + \beta X + \epsilon$$

$$Y = -2,781 + 1,053X + \epsilon$$

Based on the test results above, it can be seen that:

- The constant value in the test results shows a value of -2.781. This means that if job satisfaction is worth 0 (constant), then employee retention is worth -2.781.
- The regression coefficient value of the independent variable is positive (+) 1.053. This means that if job satisfaction increases, employee retention will also increase, and vice versa.

### 3.4. Hypothesis Test 1

#### 3.4.1 T Test

The value of t count ( $9.938 > 2.042$ ), 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  $H_1$  is accepted.

#### 3.4.2 Coefficient of Determination ( $R^2$ )

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.876 <sup>a</sup>	.767	.759	5.82219

a. Predictors: (Constant), Kepuasan Kerja

Figure 3.8 Determination Test Results  $R^2$

The data above shows that the coefficient of determination or R square ( $R^2$ ) is 0.767, so it can be seen that the job satisfaction variable explains 76.7% of the variation in employee retention, while the remaining 23.3% is explained by other factors not included in the model, with other factors considered constant (ceteris paribus).

### 3.4.3. Moderation Regression Test

Model	Coefficients <sup>a</sup>			Standardized Coefficients Beta	t	Sig.
		B	Unstandardized Coefficients Std. Error			
1	(Constant)	-2.665	14.110		-.189	.852
	Kepuasan Kerja	.468	.300	.389	1.562	.130
	Gaya Kepemimpinan Transformasional	.776	.353	.662	2.197	.036
	Kepuasan Kerja*Gaya Kepemimpinan Transformasional	-.001	.006	-.063	-.130	.897

a. Dependent Variable: Retensi Karyawan

**Figure 3.9 Moderation Regression Test Results**

Moderating variables serve to strengthen or weaken the relationship between the independent variable and the dependent variable (Purwanza, S. W, et. al., 2022: 8). The econometric equation after entering the test results above is as follows.

$$Y = \alpha + \beta_1 X + \beta_2 Z + \beta_3 (X \times Z) + \epsilon$$

$$Y = -2,665 + 0,468X + 0,776Z - 0,001(X \times Z) + \epsilon$$

Based on the results of the moderation regression test that has been carried out, it can be seen that:

- The constant value in the test results shows a value of -2.665. This means that if the independent variable is 0 (constant), the dependent variable is -2.781.
- The regression coefficient value of the interaction variable between job satisfaction and transformational leadership style is negative (-) of 0.001. So that if the interaction variable between job satisfaction and transformational leadership style increases, the employee retention variable will decrease, and vice versa.

## 3.5. Hypothesis Test 2

### 3.5.1. T Test

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 has no significant effect on employee retention, and H2is not accepted.

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

### 3.6. Coefficient of Determination ( $R^2$ )

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.945 <sup>a</sup>	.893	.881	4.08722

a. Predictors: (Constant), Kepuasan Kerja\*Gaya  
Kepemimpinan Transformasional, Kepuasan Kerja, Gaya  
Kepemimpinan Transformasional

**Figure 3.10 Determination Test Results  $R^2$**

The R Square value in the test results above shows a value of 0.892, which means that 89.2% of the variation in employee retention can be explained by job satisfaction, transformational leadership style, and the interaction of the two. The rest (10.8%) is explained by other factors outside this model, with other factors considered constant (*ceteris paribus*).

R Square of 89.2% indicates that this model is strong enough to explain variations in employee retention. The variables of job satisfaction, transformational leadership style, and their interaction contribute to employee retention. However, since 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.

### 3.7 Discussion

#### a. The Effect of Job Satisfaction on Employee Retention at Bank Syariah Indonesia KCP Mataram-Majapahit

Job satisfaction indicates that there is a match between work-related expectations and reality. Employees with high job satisfaction will decide to stay with the company in order to provide more satisfying work results (Nurmalitasari, S, & Andriyani, 2021: 11). In addition, high job satisfaction also shows that the organization is managed professionally. So that the higher the employee's satisfaction with their job, the less likely they are to move to another company (Nurmalitasari, S & Andriyani, 2021: 5). This is in line with research by Sinta Sundari Heriyanti and Abdul Nasim (2023: 22) who found that job satisfaction has a positive effect on employee retention.

The results of the simple linear regression test in this study indicate that job satisfaction has a significant effect on employee retention. This shows that employees who are satisfied with their jobs tend to have higher motivation to stay in 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. These findings support previous theories and research that assert that job satisfaction is one of the main predictors of employee retention.

In an Islamic perspective, job satisfaction can be viewed as a form of trust fulfilled by leaders to their employees. A wise leader not only demands results but also tries to fulfill the needs of employees to feel valued and treated fairly. When employees feel valued for their hard work, loyalty to the organization will increase, further strengthening retention.

In QS Al-Mu'minun (23: 8), Allah SWT says:

وَالَّذِينَ هُمْ لِأَمْتَهِنْ وَعَهْدِهِمْ رَاءُونَ

*And (fortunate is) the one who keeps his trusts and promises.*

This verse emphasizes that keeping the trust, including giving proper rewards to employees, is part of the responsibility of a leader. By providing employees with their rights fairly, job satisfaction can be achieved, which in turn increases their loyalty.

Furthermore, QS At-Taubah (9: 105) reads:

وَقُلْ أَعْمَلُوا فَسَيَرِي اللَّهُ عَمَلَكُمْ وَرَسُولُهُ وَالْمُؤْمِنُونَ وَسَتُرَدُونَ إِلَى عِلْمِ الْغَيْبِ وَالشَّهَادَةِ  
فَيُبَيَّنُكُمْ بِمَا كُنْتُمْ تَعْمَلُونَ

*And say, Work, and Allah will see your work, and His Messenger and the believers, and you will be returned to the One Who knows the unseen and the manifest, and He will tell you what you have done.*

This verse emphasizes the importance of hard work and appreciation of one's efforts. In this context, an employer who appreciates employees' efforts through granting their entitlements fairly can increase job satisfaction and, ultimately, employee retention.

**b. The Effect of Job Satisfaction on Employee Retention with Moderation of Transformational Leadership Style at Bank Syariah Indonesia KCP Mataram-Majapahit**

Based on MRA test results, found that transformational leadership style 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 to be moderated by the leadership style. This confirms that job satisfaction should be the main focus of HR management strategies at BSI KCP Mataram-Majapahit, while transformational leadership needs to be evaluated for its effectiveness in certain contexts.

Transformational leadership theory explains that leaders who empower, inspire, and provide a clear vision can increase employee motivation and loyalty. The insignificant moderation result does not mean that transformational leadership is not important. However, this leadership style may work through other mechanisms, such as directly affecting employee retention. Research by Vinda Sri Hapsari and Hari Yeni (2024: 1) shows that transformational leadership strengthens employee loyalty. Yusuf Khoirul Hidayat and Rina Dwiarti's research (2024: 186) also explains that transformational leadership has no significant effect on turnover intention. Transformational leadership must be tailored to the needs of the organization and employees. In addition, it is important to consider the local context in the application of transformational leadership style. Thus, this study corroborates the importance of job satisfaction as a major factor in improving employee retention, regardless of the moderating presence of transformational leadership.

In Islam, leaders are expected to not only inspire but also fulfill the basic needs of the people they lead. Effective leaders are those who are able to create a balance between motivation and fulfillment of basic needs, such as appreciation for hard work, a conducive work environment, and employee welfare.

QS Ali Imran (3: 159) states:

فِيمَا رَحْمَةٌ مِّنَ اللَّهِ لَيْسَ لَهُمْ وَلَوْ كُنْتَ فَظُلْلًا عَلَيْظَ الْقُلُوبِ لَأَنْفَضُوا مِنْ حَوْلِكَ فَأَعْفُهُمْ  
عَنْهُمْ وَاسْتَغْفِرُ لَهُمْ وَشَارِذُهُمْ فِي الْأَمْرِ فَإِذَا عَزَمْتَ فَتَوَكَّلْ عَلَى اللَّهِ إِنَّ اللَّهَ يُحِبُّ الْمُتَوَكِّلِينَ

*So, by the grace of Allah, you (Prophet Muhammad) were gentle with them. Had you been harsh and hard-hearted, they would have stayed away from you. Therefore, forgive them, ask forgiveness for them, and consult with them in all (important) matters. Then, when you have made up your mind, put your trust in Allah. Verily, Allah loves those who put their trust in Him.*

This verse teaches the importance of gentleness and care in leading. Although a transformational leadership style can create an inspiring environment, the results of this study show that a more important factor is the fulfillment of employees' basic needs.

Allah also says in QS Al-Isra (17: 84):

فُلْ كُلْ يَعْمَلُ عَلَى شَاكِرَتِهِ فَرِبُّكُمْ أَعْلَمُ بِمَنْ هُوَ أَهْدِي سَبِيلًا

*Say: Each man does according to his own circumstances. So your Lord knows better who is on the right path.*

This verse emphasizes that every individual has unique needs. Therefore, leaders must understand the specific needs of their employees, not just apply a generalized approach, such as a particular leadership style.

#### 4. CONCLUSION

Based on the results of the research that has been conducted, the following conclusions can be drawn.

1. Job satisfaction has a significant positive effect on employee retention. So that the higher the job satisfaction of BSI KCP Mataram-Majapahit employees, the higher the likelihood that they will stay with the company.
2. 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 moderating effect, the  $t$  value  $< t$  table and significance  $> 0.05$ , so the effect is considered insignificant. This leadership style may work through other mechanisms, such as influencing employee retention directly.

Therefore, the management of BSI KCP Mataram-Majapahit can focus on increasing job satisfaction by paying more attention to aspects that significantly contribute to employee satisfaction. In addition, management is advised to conduct periodic evaluations of the application of leadership styles to create a work environment that supports employee retention. Because this research is focused/limited to determining the effect of job satisfaction on employee retention with the moderation of transformational leadership style at BSI KCP Mataram- Majapahit, future researchers are expected to conduct research in other locations/branches to see if these results apply consistently across BSI branches. In addition, other variables, such as company culture and policies as well as local economic conditions, can be added to understand the dynamics of the influence/relationship between job satisfaction, retention, and leadership more comprehensively.

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