



The Influence of Transformational Leadership and Organizational Justice on Intention to Stay with Mediated Work Engagement

Gregorius Deri Saputra¹, Giriati², Hasanudin³, Ahmad Shalahuddin⁴

¹²³⁴Universitas Tanjungpura, Indonesia

Correspondent: gregoriusderisaputra@gmail.com¹

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ABSTRACT: Good leadership and organizational justice will increase the desire to stay in the company, and job attachment will reinforce this. This study analyzes the effect of transformational leadership and organizational justice on intention to stay, mediated by job attachment. This study uses quantitative methods, with a population of CU employees in West Kalimantan and a sample of 202 people taken through probability sampling with a purposive sampling technique. Data analysis tools using Smart PLS 4.0. used to process data and perform analysis steps. The results showed that transformational leadership does not directly affect the intention to stay but significantly affects job attachment. Job attachment also mediates the relationship between transformational leadership and organizational justice on intention to stay.

Keywords: Transformational Leadership, Organizational Justice, Intention to Stay, Work Engagement



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INTRODUCTION

A company requires qualified and competent human resources. Of course, this is necessary when competition between companies is quite tight. A skilled and reliable workforce reflects a company's strength. In addition, employees are the critical factor that makes the difference between companies. (Praborini et al., 2021)The quality of employees will improve company goals and provide a competitive advantage. However, it can be challenging to retain competent employees.

The elevated turnover rate in the financial sector, especially within financial institutions and savings and loan cooperatives like credit unions, poses a significant challenge to the stability and sustainability of organizations. According to available statistics, including reports from the Otoritas Jasa Keuangan (OJK) and survey findings from Price Waterhouse Coopers (PWC), the turnover rate in Indonesia's financial services sector is significantly elevated, approximating 19.8% in 2024, consistent with global trends. The elevated turnover rate signifies that numerous financial institutions in Indonesia, particularly credit unions in West Kalimantan, encounter considerable difficulties in employee retention. The Social Exchange Theory posits that employees' choices to remain with or depart from a company are shaped by their perceptions of their benefits, including

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job happiness, career advancement, organizational equity, and leadership support (Blau, 1964). Consequently, comprehending these aspects is essential to reduce turnover intention. Numerous employees transition to other opportunities due to superior leadership and organizational equity in different environments. This notion is particularly pertinent to credit unions in West Kalimantan, as these cooperative enterprises depend on enduring connections and trust between employees and the organization. This is undoubtedly a problem for companies, especially those with excellence. According to information from the Indonesian Credit Union Center, West Kalimantan possesses the highest quantity of credit unions and is the center of developing credit union cooperatives in Indonesia. Turnover intention can be prevented if the move is still at the intention stage. Therefore, companies, including Credit Union cooperatives, must know what causes employees to leave easily and consider the following factors: intention to stay, job satisfaction, career, job continuity, leadership, salary, organizational culture, and worker characteristics (Aggarwal et al., 2022).

Leadership is an essential factor that can make employees want to stay in the company. Bass & Riggio (2006) A transformational leader inspires and encourages colleagues to achieve corporate goals through four key components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The way of leadership owned by a leader also plays a big role, one of which is transformational leadership, which can be implemented by giving employees the freedom to have opinions. (Kemie & Purba, 2019). In addition, justice is an essential factor influencing workers' decisions to stay with a company. According to Adams & Freedman (1976) Equity theory states that employees assess their contributions and rewards against those of their peers to evaluate fairness. If employees perceive the organization as offering inadequate rewards, their departure probability will increase. Employees' comprehension of organizational justice might influence their impression of fairness, affecting their inclination to remain with the firm. (Liu et al., 2022). Employee perceptions of justice and the fulfillment of promised expectations can influence the level of work engagement through trust. (Aggarwal et al., 2022). Schaufeli et al. (2002) Define work engagement as a robust, favorable disposition towards work, characterized by employees feeling invigorated and highly devoted to the organization. The attitude of employees at work shows the attachment of their relationship to the company; they do not just work out of habit, but they work with pride and pleasure in their workplace. Employees who are firmly attached to their jobs will be reluctant to leave the company and want to continue working, so it is essential to analyze job attachment before looking at the effect of its relationship on the intention to stay. Meyer and Allen (1991) theory of organizational commitment posits that employees' affective commitment significantly impacts their intention to remain, potentially decreasing turnover-related costs and enhancing work efficiency and effectiveness. Intention to stay is crucial for companies, especially in analyzing its relationship to transformational leadership style and organizational justice mediated by job attachment. The more employees feel uncomfortable and decide to leave their jobs, the more negatively it will impact the company materially and non-materially. (Bellamkonda et al., 2020).

According to prior studies conducted by Praborini et al. (2021), entitled “The Role of Transformational Leadership and Job Satisfaction on Intention to Stay with Job Attachment as Mediation,” this study examines transformational leadership and job satisfaction on employee

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intention to stay mediated by work attachment with the object of research at PT. AW Indonesia in Cikarang.

According to the rationale above, this study wants to look at the positive side where what is studied is not the intention to move but the intention to stay as conducted by previous research (Praborini et al., 2021) This sector is interesting to study. This study focused on Credit Union employees in West Kalimantan. Consequently, the research wants to investigate the impact of transformational leadership style and organizational justice, mediated by job attachment, on the intention to remain. The research framework can be organized as follows:

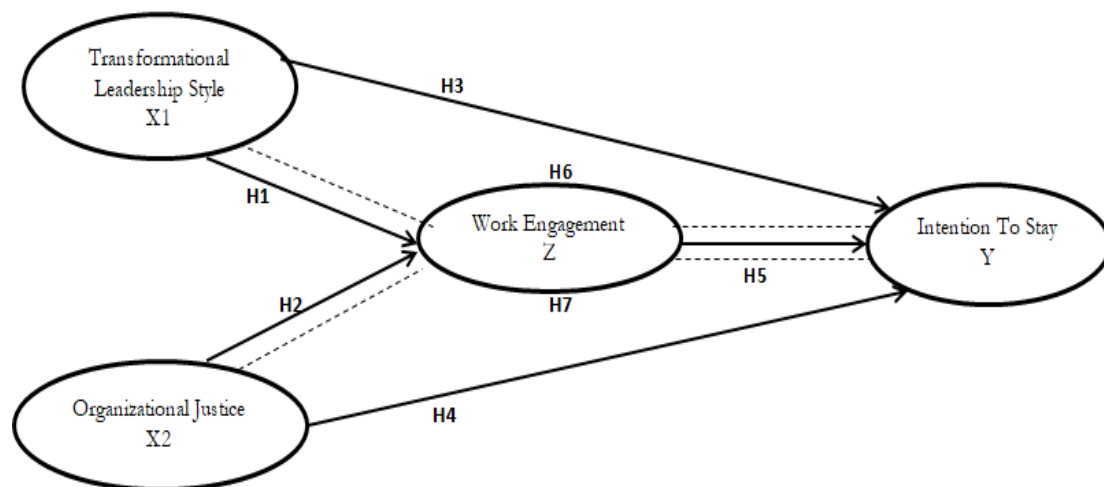


Figure 1. Research Framework

METHOD

This research uses a quantitative approach to examine the influence of transformational leadership and organizational justice on the intention to stay, mediated by work engagement. Researchers instantly extract and process data using questionnaires distributed through Google Forms. Data is collected through the questionnaires and given to respondents who meet specific criteria. Measuring questions and statements using a 5-point Likert scale with the requirements of 1 strongly disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree. For this research, the research population consists of CU employees in West Kalimantan, totaling 8,282 people. The sampling process uses a non-probability sampling method with purposive sampling technique, with the respondent criteria being 1) Working at CU in West Kalimantan; 2) Minimum age of 18 years; 3) Minimum work experience of 1 year; 4) Minimum education level of high school/equivalent. Bass & Riggio (2006), use four indicators to measure the transformational leadership style variable: Ideal Influence, Intellectual Stimulation, Inspirational Motivation, and Individualized Considerations. The variable of organizational justice includes three indicators: distributive justice, procedural justice, and interactional justice (Mulang, 2022). Then, the intention to stay variable has five indicators: never wanting to leave the current workplace, not wanting to change jobs, not wanting to look for work, still wanting to stay for a long time, and wanting to work until retirement (Simon

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et al., 2021). Meanwhile, the Work Engagement variable measurement refers to the research by Ruhiyat et al. (2022) with three indicators: vigour, dedication, and absorption. Hypothesis testing using structural equation modelling (SEM) and the innovative PLS 4.0 software is used for data processing and analysis. The sample size is determined using Slovin formula. Slovin formula is a widely utilized sampling theory for quantitative research, characterized by a defined error rate of 10%. This is implemented to guarantee that the research can proceed within the limitations of time and finite resources while preserving the precision and reliability of the resultant findings. The sampling method utilizing the Slovin formula might be articulated as follows:

$$n = \frac{N}{1 + N(e)^2}$$
$$n = \frac{8282}{1 + 8282(0,10)^2}$$
$$n = \frac{8282}{1 + 8282(0,01)}$$
$$n = \frac{8282}{83,82}$$
$$n \approx 99$$

The minimum sample that must be obtained in this study is 99 respondents. At the time of data collection, the number of tested samples reached 202 respondents, surpassing the established minimal criteria. The rationale for utilizing a bigger sample size is to enhance the precision and representativeness of the research findings. An increased number of respondents enhances the data's representativeness and ability to reflect the variances within the population. Moreover, employing a bigger sample can mitigate any bias and enhance the trustworthiness of the analytical outcomes.

RESULT AND DISCUSSION

Respondent Characteristics

The analysis of respondent profiles in this survey is based on the following demographics:

Table 1. Respondent Characteristics

Category	Item	F	%
Age	18-24 Years	116	57,42
	25-34 Years	44	21,79
	35-44 Years	28	13,86
	45-54 Years	10	4,95
	55-64 Years	4	1,98
Total		202	100
Gender	Male	89	44,05

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	Female	113	55,95
Total		202	100
Length of Service	1-3 Years	129	63,86
	4-6 Years	21	10,40
	7-10 Years	29	14,35
	>10 Years	23	11,40
Total		202	100
Last Education	High School/ Equivalent	40	19,80
	D1, D2, D3	7	3,48
	S1	153	75,74
	S2	1	0,49
	S3	1	0,49
	Total		202

Based on the data, the researcher did not limit the number of respondents obtained, so the respondents who met the criteria were 202 people, with the majority of respondents in the age range of 18-24 years (57.42%), followed by the age group 25-34 years (21.79%). Other age groups, such as 35-44 years, 45-54 years, and 55-64 years, have smaller percentages, 13.86%, 4.95%, and 1.98%, respectively. This shows that the respondent population is dominated by the younger age group, which may consist of recent graduates or entry-level workers. Regarding gender, there were more female respondents (55.95%) than male (44.05%). Regarding length of service, most respondents have between 1-3 years of work experience (63.86%), indicating that many are still in the early stages of their careers. A small proportion of respondents had work experience of 4-6 years (10.40%), 7-10 years (14.35%), and more than 10 years (11.40%). In terms of education, Most responders possess a bachelor's degree (75.74%), while the rest come from the high school level (19.80%), D1-D3 (3.48%), and only a few have a master's or doctoral degree (0.49% each). Overall, the respondent profile is dominated by young people with higher education (S1) and relatively short work experience, and there are more women than men. These characteristics illustrate that respondents will likely be students or entry-level workers in the early phases of career development.

Measurement Models

The suitability, validity, and reliability test results are as follows.

Table 2. Value of Standardized Loading Factor and Average Variance Extracted (AVE)

Construct	Indicator	Items	Loading Factor	AVE
Transformational Leadership Style	Ideal Influence	My leader consistently demonstrates a strong commitment to the organization's values.	0.825	0.647

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	Intellectual Stimulation	My leaders are open to new ideas and different approaches.	0.789	
	Inspirational Motivation	My leader can inspire me to work better by providing a clear vision.	0.782	
	Individualized Considerations	My leader values my ideas and opinions as an individual, not just as part of a team.	0.822	
Organizational Justice	Distributive Justice	My organization's distribution of compensation (salary, bonus, or benefits) feels fair.	0.823	0.704
	Procedural Justice	The procedures used to make decisions in my organization are consistent and transparent.	0.859	
	Interactional Justice	I am treated with respect and courtesy in every meeting with my boss or coworkers.	0.834	
Work Engagement	Dedication	I feel very engaged with my work.	0.830	0.689
	Spirit	I am ready to put in extra effort to get my work done.	0.871	
	Absorption	I feel a deep sense of satisfaction when completing my tasks.	0.788	
Intention To Stay	Don't want to go out	I felt that this company was the right place to grow, so I had no intention of leaving.	0.827	0.661
	Do not want to change jobs	I am satisfied with my current job and have no intention of seeking employment elsewhere.	0.859	
	Don't want to find a job	I am satisfied with my current position and do not plan to look for another job.	0.776	
	Want to stay for a long time	I have wanted to work for this company for a long time.	0.810	

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Want to work until retirement I desire to spend my entire career in this company until I retire. 0.790

Based on Table 2. the convergent validity of smartPLS data processing results above shows that the loading factor value of the transformational leadership style variable indicator, organizational justice, work engagement, and intention to survive in this study has an outer loading of more than 0.70 for all valid indicators so that it meets convergent validity in line with the opinion expressed by Hair et al.(2019). The AVE value on this research variable has reached a value above 0.5, which indicates that the discriminant value contained in the variable has justifiable validity; this is also in line with the opinion put forward by Hair et al.(2019). Therefore, the research can be continued to the next stage.

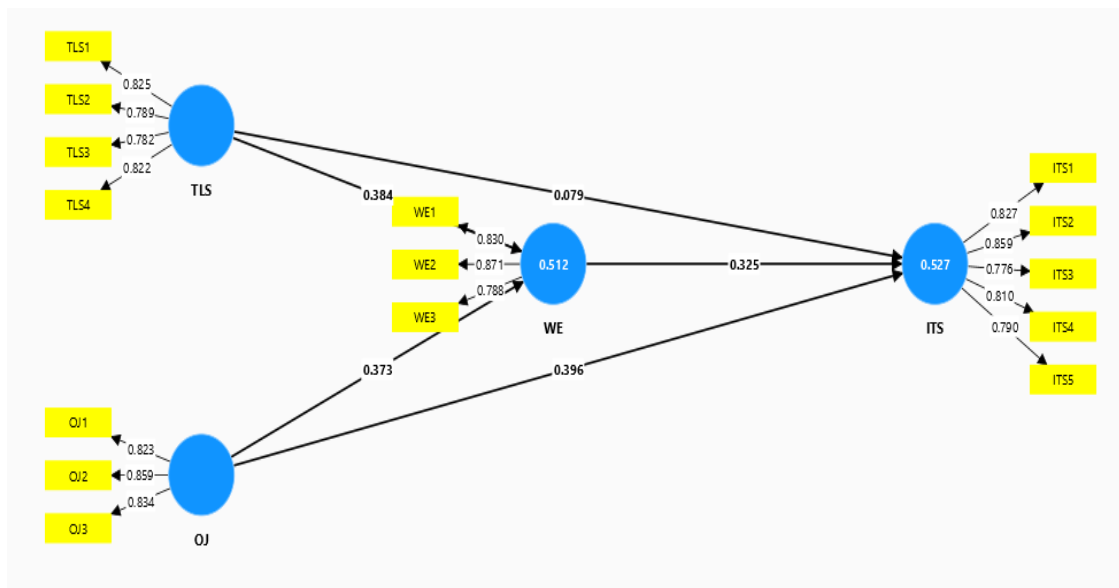


Figure 2. Algorithm Model Results

Table 3. Discriminant Validity Results

	ITS	OJ	TLS	WE
Fornell-Larcker criterion				
Intention To Stay	0.813			
Organizational Justice	0.678	0.839		
Transformational Leadership Style	0.612	0.789	0.805	
Work Engagement	0.646	0.676	0.678	0.830

Based on table 3. The discriminant validity results above use the Fornell-Larcker criterion, and each construct has a higher Average Variance Extracted (AVE) square root value than the correlation with other constructs (Hair et al., 2019). This confirms that each construct has good discriminant validity. Intention To Stay = 0.813. Organizational Justice = 0.839. Transformational Justice =

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0.805. Work Engagement = 0.830. It can be concluded that the discriminant validity for all measurements is valid.

Table 4. Reliability

	Cronbach's alpha	Composite reliability (rho_c)
Intention To Stay	0.872	0.907
Organizational Justice	0.790	0.877
Transformational Leadership Style	0.819	0.880
Work Engagement	0.776	0.869

Based on Table 4. Reliability: Each construct was tested using Cronbach's Alpha and Composite Reliability (rho_c) to assess internal consistency and composite reliability. The results show that all constructs meet reliability standards: Cronbach's Alpha values ≥ 0.7 and Composite Reliability ≥ 0.7 (Hair et al., 2019). All constructs have adequate reliability values, with Cronbach's alpha and composite reliability (rho_c) above 0.7. Intention To Stay has the highest value of Cronbach's alpha, 0.872, and rho_c 0.907, while Work Engagement has the lowest but still reliable Cronbach's alpha, 0.776, and rho_c 0.869. All constructs met the recommended reliability standards, indicating good internal consistency.

Table 5. R-square

	R-square	Adjusted R-square
Intention To Stay	0.527	0.520
Work Engagement	0.512	0.507

According to the findings of this study, the variable value obtained is between 0.50 and 0.75, which indicates that the relationship can be categorized as moderate, in line with the views expressed by Hair et al. (2019). In table 5. R-square shows the analysis results for the Intention to Stay and Work Engagement variables. The R-square value for Intention to Stay is 0.527, which means the model can explain 52.7% of the variation in employees' intention to stay. Meanwhile, the adjusted R-square value is 0.520 (52.0%). For Work Engagement, the R-square value of 0.512 indicates that the model explains 51.2% of the variation in work engagement, with an adjusted R-square of 0.507 (50.7%). Overall, the model did reasonably well in predicting both variables.

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Table 6. Path coefficients

Hypothesis	Path	Original sample (O)	Standard deviation (STDEV)	T statistics (O/STDEV)	P	Conclusion
H1	TLS -> WE	0.384	0.094	4.078	0.000	positive and significant effect
H2	OJ -> WE	0.373	0.085	4.402	0.000	positive and significant effect
H3	TLS -> ITS	0.079	0.104	0.758	0.224	positive and insignificant effect
H4	OJ -> ITS	0.396	0.112	3.542	0.000	positive and significant effect
H5	WE -> ITS	0.325	0.085	3.825	0.000	positive and significant effect

Based on the results of testing the overall variable relationship, it is found that the first hypothesis of the effect of Transformational Leadership Style on Work Engagement results in an original sample value of 0.384 with a statistical T value of $4.078 > 1.65$ and a P value of $0.000 < 0.05$. It can be stated that Transformational leadership Style has a positive and significant effect on Work Engagement. In the second hypothesis, the impact of Organizational Justice on Work Engagement obtained an original sample value of 0.373 with a statistical T value of $4.402 > 1.65$ and a P value of $0.000 < 0.05$. This value can also be declared significant, meaning the organizational justice variable positively and significantly affects work engagement. The third hypothesis states that Transformational Leadership Style affects Intention To Stay, obtained an original sample value of 0.079 with a statistical T value of $0.758 < 1.65$ and a P value of $0.224 > 0.05$, showing insignificant results. It can be concluded that the Transformational Leadership Style has no direct effect on the Intention To Stay. The fourth hypothesis on the impact of Organizational Justice on the Intention to Stay obtained an original value of 0.396 with a statistical T value of $3.542 > 1.65$ and a P value of $0.000 < 0.05$. So, Organizational Justice exerts a favorable and substantial influence on the intention to stay. In the fifth hypothesis, Work Engagement influences Intention to Stay, a path coefficient of 0.325, a statistical T value of $3.825 > 1.65$, and a P value of 0.000. This shows that Work Engagement positively and significantly affects Intention To Stay.

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Table 7. Specific Indirect Effects

Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
TLS -> WE -> ITS	0.125	0.122	0.043	2.939	0.002
OJ -> WE -> ITS	0.121	0.123	0.046	2.643	0.004

Based on Table 7. Specific Indirect Effects found that the effect of Transformational Leadership Style mediated by Work Engagement on Intention To Stay produces an original value of 0.125 with a statistical T value of 2.939 > 1.65 and a P value of 0.002 < 0.005. The conclusion is that the Transformational Leadership Style indirectly increases the Intention To Stay through Work Engagement. The organizational Justice variable affects Intention To Stay, mediated by Work Engagement, resulting in an original value of 0.121, with a statistical T value of 2.643 > 1.65 and a P value of 0.004 < 0.005. The conclusion is that Organizational Justice indirectly affects the Intention To Stay through Work Engagement.

Based on the results of the first hypothesis study show that Transformational Leadership has a positive and significant influence on Work Engagement. The results of this study are in line with the theory of Bass & Riggio (2006) Which states that transformational leaders inspire and encourage coworkers through four main components: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. With good transformational leadership, CU Kalimantan Barat employees become more motivated to work, increasing their attachment to the organization. This is in line with the results of previous studies, which show that inspirational leadership can increase employee motivation and engagement in work (Aggarwal et al., 2022; Praborini et al., 2021). Research by Aggarwal et al. (2022); Praborini et al. (2021), also supports that transformational leadership contributes to increased work attachment, positively impacting the intention to stay.

In the second hypothesis, organizational justice has also been proven to positively and significantly affect work engagement. This research indicates enhanced organizational justice correlates with increased employee engagement at West Kalimantan CU. This aligns with the equity theory proposed by Adams & Freedman (1976). According to this theory, employees evaluate fairness by comparing the contributions and rewards they receive with those of their peers. When employees feel that procedures and resource allocation in the workplace are fair, as shown in this study, they tend to be more dedicated and involved in their work. Previous studies have also stated that employees will be dedicated to work if procedures and resource allocation are considered fair (Cao et al., 2020; Lupsa et al., 2020). Organizational justice is a motivating factor that increases employee attachment to the organization, which aligns with the findings that perceptions of justice can increase work engagement (Lupsa et al., 2020; Rahman & Karim, 2022).

The third hypothesis of this study states that transformational leadership does not directly influence retention interest. The results of this study strengthen the understanding that transformational

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leadership, as defined by Bass & Riggio (2006), does not always directly influence employee retention interest but rather through work engagement as a mediator. Bass & Riggio explained that transformational leaders, with the ability to inspire and motivate through idealized influence, inspirational motivation, intellectual stimulation, and individual consideration, can increase employee engagement in work. In the context of this study, although transformational leadership in CU West Kalimantan was able to create work engagement, it did not directly increase employee retention interest. On the contrary, work engagement obtained from this leadership style is an essential factor that fosters retention interest. (Aljohani et al., 2022; Siahaan & Gatari, 2020; Winata et al., 2024).

In contrast, organizational justice positively and significantly influences the intention to stay (H4). The results of this hypothesis are in line with the equity theory proposed by Adams & Freedman (1976), which states that employees evaluate fairness by comparing their contributions and rewards to their peers. In this context, perceived organizational justice positively and significantly influences employees' intention to remain working at CU West Kalimantan. When employees feel treated relatively, following their contributions, they tend to be more committed and have a stronger intention to stay in the organization. Research shows that organizational justice contributes to employee commitment (Chatzoudes & Chatzoglou, 2022; Jang & Lee, 2023).

The results of the fifth hypothesis, work engagement, were also shown to have a positive and significant effect on the intention to stay, which is in line with the definition of Schaufeli et al. (2002) regarding work engagement as a strong positive disposition towards work characterized by enthusiasm, high dedication, and feelings of emotional involvement in work. Thus, CU West Kalimantan employees with high work engagement, as reflected in their confidence and commitment, tend to want to stay in the organization. Employees who feel engaged in their work are likelier to want to stay in the organization (Alhadidi et al., 2023; Aljohani et al., 2022; Siahaan & Gatari, 2020). This suggests that work engagement links factors influencing the intention to stay, including organizational justice and transformational leadership (Rahman & Karim, 2022). This relationship indicates that the higher the level of work engagement where employees feel enthusiastic, emotionally involved, and energetic in carrying out tasks, the greater the likelihood of staying with West Kalimantan CU employees.

The study's results on the sixth hypothesis also show that the transformational leadership style indirectly increases the intention to persist through work engagement. The results of this study support the theory of Bass & Riggio (2006) who defines a transformational leader as someone who can inspire and encourage coworkers through idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. This relationship shows that work engagement is an essential mediator between transformational leadership and intention to persist in CU Kalimantan Barat employees. Previous research also supports that work engagement can strengthen the positive influence of leadership on the intention to persist (Aggarwal et al., 2022; Praborini et al., 2021). This confirms that the engagement that grows from transformational leadership increases motivation and strengthens employees' desire to continue contributing to the organization.

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Similarly, in the seventh hypothesis, organizational justice indirectly affects the intention to persist through work engagement. In line with the equity theory proposed by Adams & Freedman (1976) When employees feel that organizational justice is achieved regarding reward distribution, fair procedures, and equal treatment, they tend to be more involved in their work. Perceived organizational justice can increase work engagement, thereby increasing the intention to persist in the organization (Chatzoudes & Chatzoglou, 2022; Chen et al., 2022; Lupsa et al., 2020). These findings indicate the importance of creating supportive organizational justice to increase employee attachment and intention to stay. In other words, job attachment is a positive and significant mediating variable between organizational justice and intention to remain in West Kalimantan CU employees.

CONCLUSION

The study's findings indicate that the Transformational Leadership Style does not directly impact the Intention To Stay. However, it significantly affects work engagement, while organizational justice has a positive and significant effect. Employees who feel treated fairly in the organization tend to be more engaged. Work engagement mediates the relationship between transformational leadership style and organizational justice regarding the intention to remain with the organization. The study indicates that Credit Unions in West Kalimantan can enhance employee retention by implementing transformational leadership styles and reinforcing organizational justice. Leaders should focus more on inspiring and caring for employees and strengthening organizational justice by conducting regular reviews to ensure compensation policies remain relevant and fair, along with company and labor market changes. This can help CU retain employees in the long term. Further research could consider additional elements, such as how organizational culture interacts with leadership style and organizational justice, influencing work engagement and intention to stay. This may provide further insights into the importance of cultural context in these relationships. In addition, it is essential to investigate specific aspects of organizational justice, such as procedural and distributional justice, and how they influence intention to stay and work engagement. The weakness in this study is that the selection of samples does not fully represent the wider population, so it is hoped that further researchers can use the Probability Sampling technique so that each element of the population has an equal opportunity to be selected as a sample and can produce a representative sample so that the research results can be generalized to the entire population.

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