

The Effect of Transformational Leadership on Turnover Intention and Organizational Citizenship Behaviour (OCB): The Mediation Role of Psychological Empowerment and Affective Commitment (Study on Ws Warung Steak in Surakarta Residency)

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Abstract

This study aims to examine the effect of transformational leadership on turnover intention and OCB by considering the role of psychological empowerment and affective commitment. Conducted in WS Warung Steak, this study involved 121 participants. For the analysis of this study using SEM-PLS with Smart PLS version 3.0. The findings of this study are that, transformational leadership has a significant effect on turnover intention, transformational leadership has a significant effect on psychological empowerment, transformational leadership has a significant effect on affective commitment, affective commitment has a significant effect on OCB, OCB has a significant effect on turnover intention, affective commitment mediates the effect of transformational leadership on OCB, transformational leadership does not have a significant effect on OCB, psychological empowerment has no effect on OCB, psychological empowerment does not significantly affect turnover intention, psychological empowerment does not mediate the effect of transformational leadership on turnover intention, psychological empowerment does not mediate the effect of transformational leadership on OCB. Further research is suggested to develop further research on the relationship of transformational leadership to turnover intention and OCB by considering other variables in order to obtain in-depth results.

Keywords: Transformational Leadership, Turnover Intention, Affective Commitment, Psychological Empowerment, Organizational Citizenship Behaviour (OCB)

Introduction

One leadership style that has received much attention is the transformational leadership style (Saira et al., 2020; Lee et al., 2018; Pradhan et al., 2017). Transformational leadership is a leadership style of a manager or supervisor to expand and enhance the goals of followers by motivating and giving followers confidence to perform beyond the expectations that have been agreed upon in the work agreement (Dvir et al., 2002). Within the organization there are significant challenges in the form of: *turnover intention* (Hardenet al., 2018). *Turnover intention* can be interpreted as an individual's desire to stay or move from the organization (Lum et al.,

1998). Turnover intention can be a serious problem if the organization is unable to maintain the comfort of employees (Robbins and Judge, 2007). The higher the turnover intention of a company, the higher the costs that must be incurred, both recruitment and training costs that have been invested in employees so that it will cause losses for the company (Chiang et al., 2010).

Apart from problems with turnover, companies also need to improve OCB behaviour that fully utilizes scarce human resources (Abdulrab *et al.*, 2018). Employees who have high OCB are considered to be important indicators of positive employee performance (Deery *et al.*, 2017). Saleem *et al.*, (2017) argues that psychological empowerment is an important pathway for OCB. Several studies have shown that psychologically empowered employees are less likely to leave the organization (de Klerk and Stander, 2014; Alqatawenh, 2018).

This study is the result of Saira's (2020) research development which discusses the mediating role of psychological empowerment in the relationship between transformational leadership, OCB, and turnover *intentions*. The research findings of Saira et al., (2020) show that transformational leaders increase employee psychological empowerment by fostering participatory decision making so as to encourage employees to understand organizational processes so as to reduce the intention to leave the organization.

Saira's research (2020), has limited concepts so it is suggested to add other indicators so that this research uses research development (Lee, 2018). The results of Lee's research, (2018) show that in addition to influencing psychological empowerment, transformational leadership can also affect affective commitment. Transformational leaders can increase employees' affective commitment by providing direction, motivation, and inspiration so that it has an effect on improvement *Organizational Citizenship Behaviour* (OCB) employees (Gyensare, 2016).

The research development stage of Lee *et al.*, (2018) only connects the effect of affective commitment and OCB, even though there are other studies that link the effect of OCB with turnover intention (Manoppo, 2020). So that the development of these three studies uses research (Manoppo, 2020). Organizational Citizenship Behaviour (OCB) has a significant negative effect on turnover intention (Manoppo (2020).

This study uses Social Exchange Theory (*Social Exchange Theory*– SET) to develop hypotheses. Social exchange theory is based on relationships in an economic context and takes into account the sacrifices and rewards obtained by continuing the relationship (West & Turner, 2008). Problem Turnover intention becomes a serious problem for various types of companies including service companies, one of the companies in the service sector that often faces turnover intention is a restaurant (kompas.com December 7, 2018). Turnover intention in restaurants as a service provider sector is a significant problem (Chiang, Birch, and Kwan, 2010 Deery, 2008; Kim, 2014).

Problem Turnover intention also experienced by the restaurant WS *Warung* Steak in Surakarta. Employees at WS *Warung* Steak have shown a desire to leave and move to another place or another company if there is an opportunity. In the last three years, 18 employees have left WS *Warung* Steak. Based on data obtained from the company, the turnover intention rate of WS

Warung Steak from 2019 to 2022 was 14.3% calculated by the LTO formula. The high level of turnover intention at *WS Warung Steak* is important to do this research by measuring the role of transformational leadership of superiors in relation to psychological empowerment, affective commitment, turnover intention and OCB of employees at restaurants *WS Warung Steak*.

Theory & Hypothesis Development

Social Exchange Theory (SET)

Social exchange theory was developed by sociologists George Homans (1961), Richard Emerson (1962), Peter Blau (1964), and psychologists John Thibaut and Harold Kelley (1959). According to Blau (1964) there are two conditions that must be met by individuals in social exchange, namely the behaviour must be goal-oriented which can only be achieved through interaction with other people and the behaviour must be aimed at obtaining the means for achieving these goals. The intended goals can be in the form of extrinsic rewards such as money, services, and goods as well as intrinsic goals such as affection, honor, and praise (Blau, 1964). Homans in Margaret M. Poloma explains the importance of the value proposition of social exchange including; success proposition, stimulus, value (deprivation-satiation), and approval-aggression (approval aggression) as objective parameters to understand the framework of relationships and human social behaviour (Poloma, 2000). In this study, Social Exchange Theory (SET) focuses on two psychological processes through the role of transformational leaders in increasing employee OCB with attitude and relational mechanisms that show a two-way relationship between leaders and followers. (Nohe and Hertel, 2017). This study applies social exchange theory to determine how transformational leadership can positively contribute to employee behaviour such as reducing turnover intention and increasing OCB through psychological empowerment and affective commitment (Saira et al., 2020; Lee et al., 2018; Manoppo, 2020).

Transformational leadership

Transformational leadership is a leadership style that can arouse or motivate employees, so that they can develop and achieve performance at a high level, beyond what they previously thought (Bass and Yukl 2010). Transformational leadership can make an employee put aside personal interests for the good of the group and the organization as a whole (Bass et al, 2003; Yukl, 2006). So that every organization that implements transformational leadership can improve the ability of employees in this case as followers, and facilitate them to organize and complete tasks in order to realize the organization's strategic goals (Fitzgerald and Schutte, 2010).

Psychological Empowerment

Empowerment is a management technique used by companies to increase organizational effectiveness (Conger and Kanungo, 1988; Spreitzer, 1999). Psychological empowerment can be related to how an individual or employee perceives their position in the work environment and how they can contribute to the organization (Spreitzer, 1999) In Rappaport & Seidman (2000) it is explained that participation, control and critical awareness are the most important aspects of empowerment.

Psychological empowerment in the workplace will be formed by the interaction between individuals and their work environment (Lee, Weaver and Hrostowski, 2011). Thus, psychological empowerment is seen as a set of cognitions that strengthen employees' beliefs that

they are competent at work, capable of acting effectively and having control over their decisions (Lee, Weaver, & Hrostowski, 2011). Spreitzer (1995) defines psychological empowerment as a motivational construction that is manifested in four forms of cognition, namely meaning, competence, self-determination, and impact.

Affective Commitment

Organizational commitment is defined as an agreement between individuals in which it is binding and leads to the overall goals of the organization (Robbins, 1996). According to Meyer and Allen (1990), affective commitment refers to the identified emotional attachment of employees and employee involvement in the organization (based on positive feelings or emotions towards the organization). Affective commitment refers to the strength of people's desire to continue working in an organization because they perceive it positively and agree with the underlying goals and values (Greenberg, 2011). In general, it can be said that organizational commitment focuses on the extent to which individuals identify with the organization. Indicators of affective commitment based on the theory of Meyer and Allen (2001) include:

Strong belief in and acceptance of the organization's values and goals.

Loyalty to the organization

Willingness to use efforts in the interests of the organization.

Turnover Intention

Turnover intention defined as the process by which employees leave the organization and must be replaced (Mathis and Jackson, 2016). Turnover intention can affect the achievement of organizational goals, which can cause a decrease in work quality, lack of innovation, and cause negative psychological effects on employees who stay in the organization (Ayinde and Adegoroye, 2012). Turnover intention can cause losses for the company, because every time an employee leaves the company, the company needs to increase recruitment and training costs for new employees (Spector, 2018).

Organizational Citizenship Behaviour (OCB)

OCB is an employee action that is carried out on a voluntary basis and outside the accepted role and can make a positive contribution to the organization or company (Conger and Kanungo, 1988). OCB is defined as discretionary behaviour, which is not directly or explicitly included in the reward system, which will overall increase the effectiveness of organizational functioning, and is not an absolute requirement of the job description (Organ, 1988). Organizational Citizenship Behaviour (OCB) is a conceptualization developed by Williams and Anderson (1991) which includes: helping behaviour, sportsmanship, awareness as a citizen of the organization (civic virtue), and organizational loyalty. OCB behaviour is not written in employee job descriptions but is highly expected because it supports increasing the effectiveness and survival of the organization or company. That is, someone who has a high OCB will not be paid in the form of money or a certain bonuses, but OCB is more about the social behaviour of each individual to work beyond what is expected, such as tolerance in situations that are less than ideal/ favourable, giving appropriate suggestions. Building, and not wasting time at work (Robbins, 2006).

Hypothesis Development

The supervisor's leadership style can influence employee behaviour in carrying out company goals so that it will have an impact on the level of turnover intention (Purcell and Hutchinson, 2007). Dimaculangan and Aguilung (2012) research, found that there is a direct and indirect effect of transformational leadership on employee turnover intention. These findings are supported by research by Kara et al. (2013) found that the transformational leadership style was more effective in minimizing the turnover intention of employees of five-star hotels in Turkey, amounting to 433 people.

H 1: Transformational leadership has a negative effect on turnover intention

Transformational leaders are able to motivate and encourage followers to do work beyond the initial work agreement so as to encourage employees to behave OCB (Bass and Avolio, 1999). Leaders who apply a transformational leadership style require followers to implement the company's vision and mission and motivate employees by building collective beliefs and goals or prioritizing common interests over personal interests (Choi, 2015). The presence of transformational leaders makes employees more involved in OCB behaviour which enables them to perform more than agreed upon duties and responsibilities, help co-workers, and care for co-workers both personally and professionally (Babcock-Roberson and Strickland, 2010; MacKenzie et al. ., 2001).

H 2: Transformational leadership has a positive effect on employee OCB

Transformational leaders encourage and motivate followers to work beyond their personal interests and identify themselves according to the goals and vision of the organization (Bass et al., 1987). Transformational leadership characteristics are formed from a set of behaviours consisting of four phenomena including individual consideration, intellectual stimulation, idealized influence, and inspirational motivation (Avolio et al., 1999). ; Bass and Riggio, 2006). Transformational leaders apply psychological empowerment to employees by using intellectual stimuli and individualized consideration characteristics, recognizing followers' values and beliefs and challenging mind sets (Lan dan Chong, 2015). Several studies (Saira et al., 2020; Luthans and Avolio, 2003; Joo and Lim, 2013; Pradanet al., 2017) argue that there is a significant positive relationship between transformational leadership and psychological empowerment.

H 3: Transformational leadership has a positive influence on psychological empowerment

Transformational leadership that is very inspirational and charismatic is able to give individual attention to foster positive behaviour, namely affective commitment (Kim, 2012). One of the characteristics of transformational leaders is the ability to motivate followers and increase organizational commitment which results in improving employee performance (Saira et al., 2020). In addition, transformational leaders can encourage employees' affective commitment so that they are willing to work hard beyond the rewards provided by the organization (Kim, 2014). When a leader demonstrates a transformational leadership style by providing direction, motivation,

H 4: Transformational leadership has a positive effect on affective commitment.

Organizational Citizenship Behaviour (OCB) is one of the factors needed and plays an important role in organizational success (Saira et al., 2020). The results of Saira et al., (2020) research show that psychological empowerment has a significant positive effect on OCB. Psychologically empowered employees usually classify OCB as part of their work so that it will increase their abilities and have control over their work (Saira et al., 2020). Previous literature that supports this finding includes: Wu and Lee, (2017); Joo danJo (2017) found that psychological empowerment positively affects employees' OCB.

H 5: Psychological empowerment has a positive effect on OCB

The results of Saira et al., (2020) research shows that psychological empowerment negatively correlates with turnover intention. These findings are supported by research Alqatawenh, (2018) mentioned that psychologically empowered employees are less likely to leave the organization because they have the privilege of working. Psychological empowerment is an important factor to retain employees in order to achieve organizational goals. Bester (2015) concludes that psychological empowerment has a significant effect on turnover intention. Organizations that offer psychological empowerment programs tend to reduce turnover intention among employees compared to other organizations that do not offer such development programs (Akgunduz and Bardakoglu, 2017; Kim and Fernandez, 2017; Saleemet al., 2017; Shahabet al., 2018).

H 6: Psychological empowerment has a negative effect on Turnover Intention

Gautam, Van Dick et al, (2005) explain the importance of building Organizational Citizenship Behaviour (OCB) in the work environment, it cannot be separated from employee commitment. Based on the research of Masterson (2000) there is a significant positive effect of affective commitment on OCB. Lee et al., (2018) revealed that affective commitment has a positive and significant influence on OCB of employees in the athletic department. These OCB behaviours include helping colleagues who have an overload of work, training and exchanging information with new members, so that OCB is important in creating the effectiveness and efficiency of work teams and organizations (Podsakoff et al., 2009). There is literature that supports Lee et al., (2018), affective commitment can have a positive influence on OCB, This can be seen from the commitment of employees who try their best, are responsible for the work, and try to obtain information that can advance the organization. In addition, employees also have an emotional bond, so they are sincerely willing to do additional work such as helping other co-workers in need, without expecting anything in return (Gyensare, 2016).

H 7: Affective commitment has a positive effect on OCB

In research Hen (1998) concluded that employees who have low OCB have a tendency to leave the organization than employees who have high OCB levels. This is also supported by research by Chen, 2003; Moss holder et al., 2005, Paillé, P. (2012) who said that OCB and turnover *intention* has a significant negative relationship. The lower the level of OCB in the organization, the higher the reluctance of employees to be part of the organization and thus the higher the level of turnover intention (Paillé, P. 2012). The findings from Manoppo (2020) that the negative effect of OCB on turnover intention shows nurses behave well towards co-workers by helping to complete work, for example voluntarily helping co-workers when they have difficulty serving

patients, helping co-workers who have a lot of work, and replacing co-workers who are absent because of illness.

H 8: OCB has a negative effect on turnover intention

The results of Saira et al., (2020) research shows that the mediating role of psychological empowerment in the relationship between transformational leadership and OCB shows significant results by looking at the positive impact of transformational leaders. To psychological empowerment, namely the increase in employee OCB behaviour in the company. Employee Which Skilled by mental Usually classify OCB as part of the job because OF increases self-esteem and work control (Spence, 1978). Psychological empowerment carried out by transformational leaders by giving trust to employees, being fair, honest, increasing the importance of work and loyalty to the company so that it will improve employee OCB behaviour.

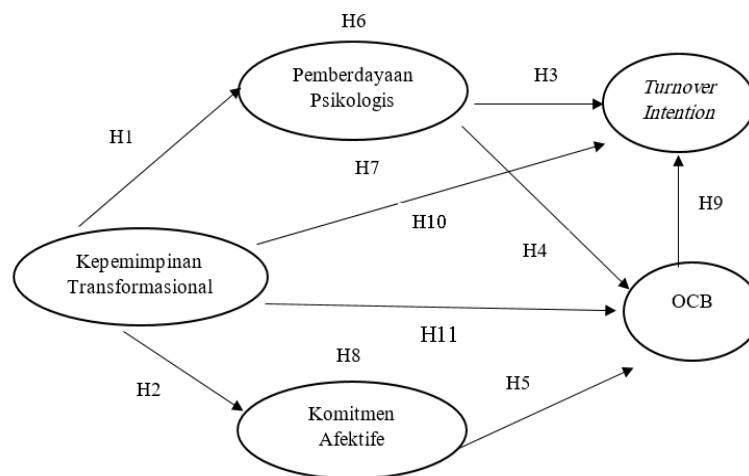
H9: Psychological empowerment mediates the relationship between transformational leadership and OCB

The importance of transformational leadership style can influence employee's positive behaviour by motivating, increasing creativity and innovation, instilling self-confidence, and applying psychological empowerment of employees so as to reduce turnover intention.(Avolio, 1999;avolio and Bass, 2004;Bass and Riggio, 2006).The results of Saira et al., (2020) research found that psychological empowerment mediates the relationship between transformational leadership and turnover intention where transformational leaders increase employee psychological empowerment by fostering participatory decision making so as to encourage employees to understand organizational processes that will reduce intentions to leave the organization. Transformational leaders enhance employee psychological empowerment bypass decision-making participatory it makes employees more organized and reduce turnover intention (Abouraiand Othman, 2017).

H10: Psychological empowerment mediates the relationship between transformational leadership and turnover intention.

Organizational citizenship behaviour (OCB) can be influenced by organizational and individual environmental aspects. One of the external and internal factors is leadership style and organizational commitment (Van, Vandewalle, Kostiva, Latham & Cummings, 2000; Cinta, Macy & Rea, 2002). The results of research by Lee et al., (2018) reveal that employee affective commitment mediates the relationship between transformational leadership and positive employee behaviour in the form of organizational citizenship behaviour.

H 11: Affective commitment mediates the relationship between transformational leadership and OCB



Sumber : Saira 2020, Lee 2018, dan Manoppo 2020

Figure 1. Framework

Method

This study uses a quantitative approach, an approach that tests objective theory by testing the relationship between variables which is then measured by instruments so that the total data can be analysed by statistical procedures (Creswell, 2014).

This research is included in the type of census research. According to Lavrakas (2008), census research is used to record all elements in a group or the entire population. In this study, the population to be studied is the employees of WS *Warung Steak* in Surakarta, totalling 121 people. All of the WS *Steak Stall* employees became respondents in this study.

Methods in data collection, researchers used questionnaires that were distributed directly to resource persons at work locations. The questionnaire used in this study consisted of three parts: The first part was a brief introduction related to the questionnaire, researcher profile, and research objectives. The second part discusses the identity of the participants, including gender, age, education level, and years of service. The last section consists of transformational leadership indicators, turnover intentions, OCB, psychological empowerment, and affective commitment.

Furthermore, the data that has been obtained were analysed using SEM-PLS. This is a common method for measuring the relationship between variables (Hair, 2017). analysis was performed using SmartPLS version 3.0.

Table 1. Variable measurement indicators

Variable	Code	Code Indicator	Source
Transformational Leadership	SL 1	My leadership has confidence in a good future for this organization.	(Bass & Avolio, 2000)
	SL 2	My boss wants to jump in to help when the organization is in a difficult situation.	
	SL 3	My leader is a person who upholds the values of the organization.	
	SL 4	My leader has a clear vision and mission of this organization.	
	SL 5	My leadership has a high commitment in advancing this organization.	
	SL 6	My boss is proud of his employees.	
	SL 7	Leaders can inspire me.	
	SL 8	The leadership encourages me to continue to excel	
	SL 9	The leader is someone who is optimistic	
	TL 10	Leaders are able to raise the spirit of employees when working	
	SL 11	My leader is a role model.	
	SL 12	Leaders encourage me to think outside of the box	
	SL 13	My boss supports me to take job risks	
	SL 14	Leaders encourage me to be creative at work	
	SL 15	Leadership behaviour makes me comfortable at work	
	SL 16	Leaders encourage me to learn new things	
	SL 17	Leaders know my ability at work	
	SL 18	The leader motivates me to work	
	SL 19	The boss gave an example of a job I didn't understand	
	TL 20	The leader is someone who is willing to listen to criticism/suggestions from employees.	

Organizational Citizenship Behaviour	OCB 1	I volunteer to help my colleague who can't attend	(Podsakoff et al., 1990)
	OCB 2	I volunteer to help colleagues who have heavy tasks	
	OCB 3	I volunteer to help colleagues having problems with work	
	OCB 4	I volunteer to help anyone in my work environment	
	OCB 5	My attendance at work exceeds the standards set by the organization	
	OCB 6	I don't take additional rest time outside of the rest time set by the organization	
	OCB 7	I obey all rules or regulations in the organization even though no one is supervising	
	OCB 8	I am one of the employees who are meticulous in doing work	
	OCB 9	I believe that what I have done will be worth it	
	OCB 10	I don't like spending time complaining about trivial things	
	OCB 11	I tend to choose to see the positive side of all the problems I face	
	OCB 12	I don't like to exaggerate the small problems that I face	
	OCB 13	I am not an employee who finds fault with the organization	
	OCB 14	I'm not the type of employee who likes to throw issues to get attention	
	OCB 15	I am the type of employee who tries to prevent problems with co-workers	
	OCB 16	I am careful in my behaviour because it affects my colleagues' work	
	OCB 17	I don't abuse the rights of other employees	
	OCB 18	I don't burden my co-workers	
	OCB 19	I Take into account actions that I take and also the impact on co-workers	

	OCB 20	I am willing to attend an important agenda even though it is not required	
	OCB 21	I am willing to represent the organization on an agenda even though it is not required	
	OCB 22	I follow any changes in the organization where I work	
	OCB 23	Notice Announcements or news from the organization where I work	
24	OCB 24	Although not required, I still help direct new employees	
Turnover Intention	IT 1	I thought a lot about leaving the company	(Mobley et al., 1978)
	IT 2	I am actively looking for another job	
	IT 3	If I had another job offer that paid the same as mine, I would leave here immediately	
Psychological Empowerment	PE 1	The work I do is very important to me	(Spreitzer, 1995)
	PE 2	I am confident about my ability to do my job	
	PE 3	I have mastered the skills necessary for my job	
	PE 4	I have the freedom to determine how I do my job	
	PE 5	What I do has a big impact on my department	
	PE 6	Tasks have meaning to me	
	PE 7	Work I am good and according to my ability	
	PE 8	I can decide for myself how to do my job	
	PE 9	I have a lot of control over what happens in my department	
	PE 10	I care about what I do at my job	
	PE 11	I have many opportunities to be independent and free in how I do my job	
	PE 12	I have significant influence over what	

		happens in my department	
Affective Commitment	AC 1	I feel comfortable being part of the organization where I work	Mayer and Allen (1997)
	AC 2	I feel I belong to the organization where I work	
	AC 3	I feel proud to be part of the organization where I work	
	AC 4	I feel organizational problems are every employee's problem	
	AC 5	I feel happy to spend my time in the organization where I work	
	AC 6	I feel I have had ups and downs with the organization I work for	

Findings and Discussion

Respondents in this study were employees of WS *Warung Steak* Residency Surakarta. Respondents in this study were selected to determine the effect of turnover intention and OCB on transformational leadership and mediated psychological empowerment and affective commitment. Of the 122 respondents, 88.4% were male while 11.6% were female.

The majority of male respondents this is because the workload is quite heavy in the field of restaurant services. Meanwhile, female employees serve as cashiers who have a fairly light workload. The age of respondents (43.8%) ranged from 21-30 years, indicating that employees are relatively young where energy and dexterity are needed to carry out work operations. Education level of respondents 63.64% are high school graduates (SMK). Meanwhile, 30.4% of respondents have a working period of more than 5 years. The work ethic is proportional to the dominating age range, which is 21 – 30 years, so it can be concluded that the majority of WS *Warung Steak* employees are of productive age.

In this study, in measuring validity using the value of outer loading and Average Variance Extracted (AVE). Of the 65 questionnaire items, there are 9 indicators whose outer loading values are below 0.78, namely OCB20, OCB21, OCB22, OCB24, PE8, PE9, TI1, TI2, OCB 22, TL14, TL19, and TL20. Average Variance Extracted (AVE) is a measure used to assess the internal consistency of the construct by measuring the amount of variance captured by the variable from the measurement indicator relative to the amount of variance (Fornell & Larcker, 1981). To meet the standard of convergent validity, the Average Variance Extracted (AVE) value on the variable is equal to 0.5 or more than 0.5 (Hair et al., 2017). B The following are the results of the outer loading after eliminating the two invalid questionnaire items and the results of the AVE score:

Table 2. External Loading

	Transformational leadership	Affective Commitment	OCB	Psychological Empowerment	Turnover Intention
AC1		0,709			
AC2		0,880			
AC3		0,794			
AC4		0,914			
AC5		0,794			
AC6		0,796			
OCB1			0,713		
OCB10			0,887		
OCB11			0,842		
OCB12			0,809		
OCB13			0,883		
OCB14			0,821		
OCB15			0,775		
OCB16			0,719		
OCB17			0,825		
OCB18			0,770		
OCB19			0,739		
OCB2			0,870		
OCB23			0,836		
OCB3			0,764		
OCB4			0,896		
OCB5			0,776		

OCB6			0,819		
OCB7			0,895		
OCB8			0,757		
OCB9			0,891		
PE1				0,825	
PE10				0,794	
PE11				0,863	
PE12				0,734	
PE2				0,779	
PE3				0,779	
PE4				0,850	
PE5				0,764	
PE6				0,707	
PE7				0,747	
TI3					1,000
TL1	0,964				
TL10	0,891				
TL11	0,836				
TL12	0,789				
TL13	0,842				
TL15	0,833				
TL16	0,807				
TL17	0,862				
TL18	0,706				

TL2	0,708				
TL3	0,944				
TL4	0,936				
TL5	0,875				
TL6	0,950				
TL7	0,709				
TL8	0,860				
TL9	0,801				

Table 3. Average Variance Extracted (AVE)

	Average Extracted Variance (AVE)
Transformational leadership	0.715
Affective Commitment	0.667
OCB	0.666
Psychological Empowerment	0.617
Turnover Intention	1,000

Fornell-Larcker Criterion

Fornell-Larcker Criterion, which compares the correlation value between variables with the variables themselves and variables with other variables (Hair et al., 2017) The following are the results of the Fornell-Larcker Criteria in the table below:

Table 4 Fornell-Larcker Criterion

	AC	OCB	PE	TI	TL
AC	0,817				
OCB	0,988	0,816			
PE	0,526	0,530	0,786		
TI	0,609	0,617	0,642	1,000	
TL	0,797	0,771	0,464	0,508	0,846

Composite Reliability

After testing the validity, namely convergent validity and discriminant validity, a construct reliability test was carried out as measured by composite reliability and Cronbach's alpha to prove the reliability of the relationship between the indicators and the indicator variables studied. The following are the results of the reliability test as measured by composite reliability:

Table 5 Composite Reliability

	Cronbach's alpha	Composite reliability
AC	0,899	0,910
OCB	0,973	0,975
PE	0,931	0,935
TI	1,000	1,000
TL	0,974	0,976

A construct is declared reliable if it has a composite reliability value of 0.60 or 0.70 while a value of 0.70 or 0.90 is considered satisfactory (Nunnally& Bernstein, 1994) and Cronbach's alpha value is above 0.60 (Hair et al., 2014). The results of the reliability test show that all variables have good composite reliability and Cronbach's alpha values with composite reliability values between 0.70 - 0.90. Thus, it can be concluded that the construct in this study has a satisfactory level of reliability.

Hypothesis test

After getting the results of the validity and reliability tests in accordance with the standards. The next step is to test the hypothesis and fit. In this study to test hypotheses the PLS SEM is evaluated using the coefficient of determination (R^2), predictive relevance (Q^2), path coefficient, model fit through bootstrap which then gets results significant on a variable in the construct.

Coefficient of Determination (R^2)

Coefficient of Determination (R^2) is a value that indicates a coefficient that measures the predictive power of the model and is calculated as the squared correlation between the actual value and the predicted endogenous construct (Hair et al., 2017). Hair, Hult, Ringle & Sarstedt (2017) argue that the value of R^2 describes a substantial, moderate, or weak level of predictive accuracy regarding R^2 which can be accepted with values of 0.75, 0.50, 0.25. Here are the result coefficient of determination (R^2):

Table 6 coefficient of determination (R²)

	R-square	R-square adjusted
AC	0.636	0.633
OCB	0.977	0.976
PE	0.216	0.209
TI	0.519	0.507

Table 6 shows that the R-square value on affective commitment is 0.657. This shows that the affective commitment variable can be explained by transformational leadership by 65.7%. while the rest is explained by other variables not included in this study. The OCB variable shows an R-square value of 0.959, it is said that the OCB variable can be explained by transformational leadership of 95.9% while the rest is explained by other variables not included in this study. The R-Square value on psychological empowerment shows the number 0.208. This shows that psychological empowerment can be explained by transformational leadership only 20.8% while the rest is explained by other variables not included in this study. While the R-square value on turnover intention shows the number 0.916. This shows that the variable turnover intention can be explained by transformational leadership of 91.6%. While the rest is explained by other variables not included in this study.

Path Coefficient

Path Coefficient is a value that indicates the strength of the relationship between exogenous variables and endogenous variables (Hair et al., 2017). To assess the significance of path coefficient in testing the structural model by bootstrapping. It can be seen from the p-value < 0.05 and the t-statistic value > 1.96 between exogenous (independent) variables and endogenous (dependent) variables in the path table coefficient below this:

Table 7 Path Coefficient

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
TL -> TI	0,096	0,094	0,129	0,742	0,458
TL -> OCB	-0,044	-0,049	0,035	1,287	0,198
TL -> PE	0,466	0,474	0,071	6,547	0
TL -> AC	0,798	0,802	0,068	11,701	0
PE -> OCB	0,016	0,015	0,02	0,795	0,427
PE -> TI	0,313	0,319	0,107	2,914	0,004
AC -> OCB	1,015	1,02	0,026	38,984	0
OCB -> TI	0,413	0,413	0,135	3,052	0,002

Based on the results of table 7, the results are known Path Coefficient of the influence of transformational leadership on turnover intention. The p-value is greater than 0.05, which is 0.458 and the t-statistic value is smaller than 1.96, which is 0.742. This shows that there is a significant negative effect of transformational leadership on turnover intention. Thus, hypothesis 1 in this study is supported.

Based on the results of the path coefficient, the p-value is greater than 0.05, which is 0.198 and the t-statistic value is greater than 1.96, which is 1.287. This shows that transformational leadership has no significant effect on employee OCB. Thus hypothesis 2 in the study is not supported.

Transformational leadership has a significant positive effect on psychological empowerment based on the results of the path coefficient, the p-value is smaller than 0.05, which is 0 and the t-statistic value is greater than 1.96, which is 6.547. Thus hypothesis 3 in the study is supported.

Path Coefficient of the influence of transformational leadership on affective commitment the p-value is smaller than 0.05, which is 0 and the t-statistic value is greater than 1.96, which is 11.701. This shows that there is a significant positive relationship between transformational leadership on affective commitment. Thus, hypothesis 4 in the study is supported.

Based on the results of the path coefficient, the p-value is greater than 0.05, which is 0.427. The t-statistic value is smaller than 1.96, which is 0.795. This shows that psychological empowerment has no significant effect on OCB. Thus, hypothesis 5 in the study is not supported.

Based on the results of the path coefficient, the p-value is small and large from 0.05, which is 0.004. The t-statistic value is smaller than 1.96, which is 2.914. It can be concluded that psychological empowerment has a significant effect on turnover intention. Thus, hypothesis 6 in the study is not supported.

Based on the results of the path coefficient, the p-value is smaller than 0.05, which is 0. The t-statistic value is greater than 1.96, which is 38.98. This shows that affective commitment has a significant positive effect on OCB. Thus hypothesis 7 in the study is supported.

OCB and turnover intention have a significant positive relationship based on the path coefficient results obtained by the p-value of less than 0.05, which is 0.002. The t-statistic value is greater than 1.96, which is 3.052. This shows that OCB has a significant positive effect on turnover intention. Thus hypothesis 8 in the study is not supported.

Table 8 Specific Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
TL -> PE -> TI	0,146	0,15	0,053	2,732	0,006
TL -> AC -> OCB	0,809	0,819	0,08	10,099	0
TL -> PE -> OCB	0,008	0,007	0,01	0,755	0,451

To find out the mediation relationship, it is necessary to pay attention to the p-value and t-statistics in the path coefficient table and specific indirect effects. Based on the results of the path coefficient, the p-value is greater than 0.05, which is 0.458 and the t-statistic value is smaller

than 1.96, which is 0.742. This shows that transformational autonomy has no effect on turnover intention. Referring to table 19, the results are known Specific Indirect Effect shows the relationship of transformational leadership variables to turnover intention mediated by psychological empowerment and the p-value is smaller than 0.05, which is 0.006. Meanwhile, the t-statistic value is greater than 1.96, which is 2.732. This shows that the psychological empowerment variable mediates the influence of transformational leadership on turnover intention, which is an indirect effect. Thus, hypothesis 9 in this study is supported.

Based on the results of the path coefficient, the p-value is smaller than 0.05, which is 0.000 and the t-statistic value is greater than 1.96, which is 10.099. It can be said that transformational leadership has a significant positive effect on employee OCB. Results Specific Indirect Effect shows the relationship of transformational leadership variables to OCB mediated by affective commitment and the p-value is smaller than 0.05, which is 0.000. Meanwhile, the t-statistic value is greater than 1.96, which is 10.816. This shows that the affective commitment variable mediates the effect of transformational leadership on OCB and it is stated that the effect is indirect. Thus, hypothesis 10 in this study is supported.

Based on the results of the path coefficient, the p-value is greater than 0.05, which is 0.198 and the t-statistic value is smaller than 1.96, which is 1.287. It can be said that transformational leadership has no effect on OCB. Results Specific Indirect Effect shows that the relationship between transformational leadership variables on OCB is mediated by affective commitment and the p-value is greater than 0.05, which is 0.451. Meanwhile, the t-statistic value is smaller than 1.96, which is 0.755. This shows that the psychological empowerment variable does not mediate the effect of transformational leadership on OCB and it is stated that the effect is direct. Thus, hypothesis 11 in this study is not supported.

Predictive relevance (Q2)

Predictive relevance (Q2) is to measure the value of observations produced by exogenous variables on endogenous variables in a study. A Q2 value greater than 0 indicates the research model has predictive relevance, while less than 0 indicates the research model has no predictive relevance (Hair et al., 2017). As a relative measure, Q2 values are 0.02, 0.15 and 0.35 (Hair et al., 2017). Furthermore, it shows that exogenous variables have small, medium and large predictive relevance to endogenous variables.

Table 9 Predictive relevance (Q2)

	SSO	SSE	Q² (=1-SSE/SSO)
TL	2420,000	2420,000	
AC	605,000	329,828	0,455
OCB	2783,000	1085,459	0,610
PE	1452,000	1284,022	0,116
TI	363,000	100,736	0,722

The results of blindfolding obtained predictive relevance (Q2) affective commitment variable of 0.409, OCB variable of 0.638, psychological empowerment variable of 0.124, and turnover intention variable of 0.728. So it can be concluded that the exogenous (independent) variable in

this study has predictive relevance to the endogenous (dependent) variable and the value of predictive relevance including the moderate Q2 value.

Fit Model

Goodness of Fit used to validate the combined performance of the measurement model (outer model) and structural model (inner model) using an SRMR value with a value of less than 0.08 or less than 0.12 indicating a well-fitting model while a higher value indicating a lack of fit (Hair et al., 2014).

Table 9. Fit Model Table

	Saturated model	Estimated model
SRMR	0,105	0,105
d_ ULS	0,383	0,383
d_ G	0,161	0,161
Chi-square	70,417	70,417
NFI	0,448	0,448

Table 9 shows the results of the fit model that has met the well-fitting model criteria with an SRMR value of less than 0.12 with an SRMR value obtained of 0.095. Therefore Performance A combination of the measurement model (outer model) and structural model (inner model) of this study is a well-fitting model.

Conclusion

After testing the validity, reliability and hypothesis testing, this research can be concluded. First, transformational leadership has no effect on turnover intention. Second, transformational leadership has no effect on employee OCB behaviour. Thirds, Transformational leadership has a significant positive effect on psychological empowerment. Fourth, transformational leadership has a significant positive effect on affective commitment. Fifth, psychological empowerment has no significant effect on employee OCB behaviour. Sixth, psychological empowerment has a significant effect on turnover intention. Seventh, affective commitment has a positive and significant effect on OCB. Eighth, OCB behaviour of employees has a positive influence on turnover intention employee. Ninth, psychological empowerment does not mediate the relationship between transformational leadership on employee OCB. Tenth, Psychological empowerment has been shown to mediate the effect of transformational leadership on turnover intention. Eleventh, affective commitment mediates transformational leadership in OCB.

Research Limitations

- a. This research was only conducted at the WS Steakhouse, Surakarta residency, so caution is needed in generalizing the results of the study to different objects.
- b. This research was conducted by distributing questionnaires to respondents so that the information obtained was limited to only five indicators. This causes the answer information

obtained from the respondent may be dishonest, the respondent's answer may be careless, and the answer obtained is less in-depth.

- c. This research using a cross-sectional approach within 6 months, so that the researcher can only capture the phenomenon when the research is taken.

Research Suggestions

1. Academic Advice

In future research, it is recommended to conduct research in other sectors such as: government sectors, private sectors or small medium enterprise.

In further research, it is recommended to complete the survey method by conducting direct interviews with respondents at the time of distributing the questionnaire so that the information obtained is more accurate.

In further research recommended to consider use longitudinal survey design as submitted by (Saira et al., 2020).

2. Managerial Advice

- a. Based on the descriptive analysis that has been described previously, it shows that the leader of *WS Warung Steak* applies a transformational leadership style that is able to motivate, inspire, and encourage employees to work beyond the work agreement. However, the leader of *WS Warung Steak* does not encourage employees to learn new things outside of work skills and does not encourage employees to take job risks. Based on this, the *WS Warung Steak* leader needs to encourage employees to learn new things and take job risks for the betterment of the organization.
- b. OCB behaviour of *WS Warung Steak* employees is difficult to do because of the density of work activities that make them only able to do basic work. This is what makes employees less willing to help co-workers and do not really care about the problems that co-workers have. Based on this, it is necessary to increase awareness and tolerance for other co-workers. So if there are co-workers who need help, they will immediately get help from other co-workers.
- c. The turnover intention of *WS Warung Steak* employees is moderate so that transformational leadership style, psychological empowerment, and affective commitment are expected to reduce the level of employee turnover intention.
- d. Psychological empowerment arises when employees have meaning, competence, self-determination that will have an impact on the organization. The expected impact is progress towards *WS Warung Steak*. But the reality on the ground *WS Warung Steak* employees do not have much control over what happens to the work department and employees perceive that the work they do is not very meaningful to them. Based on this, *WS Warung Steak* employees are expected to have control over the work department and have a sense of caring for the organization where they work so that it is expected to give meaning to employees.
- e. Employees who have a sense of belonging to the organization will grow strong and attached emotional bonds so that they will remain in the organization. However, at *WS Warung Steak*, employees are too concerned about problems that occur in the organization so that they are not proud to be part of *WS Warung Steak*. Based on this, *WS Warung Steak* employees are expected to be able to foster a sense of pride in being part of *WS Warung Steak* and raise

awareness of all problems that occur by trying to provide input in order to find solutions to problems.

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