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The Influence of Transactional Leadership Style on Employee Turnover Intention at Cool Supermarket Tomohon

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Abstract

Turnover intention is an important aspect of human resource management because it is associated with employees' tendency to leave an organization. One factor that is presumed to influence turnover intention is transactional leadership, which emphasizes an exchange relationship between leaders and subordinates through the provision of rewards and performance monitoring. This study aimed to examine the effect of transactional leadership on the turnover intention of employees at Cool Supermarket Tomohon. This research employed a quantitative approach with an associative research design. The study population consisted of 55 employees, all of whom were selected as the sample using a saturated sampling technique. Data were collected through a Likert-scale questionnaire and analyzed using normality, linearity, and simple linear regression tests with the assistance of IBM SPSS Statistics 25.0. The results indicated that transactional leadership had a negative and significant effect on turnover intention, with a regression coefficient of -0.901 and a significance value of 0.000 ($p < 0.05$). The coefficient of determination (R^2) was 0.936, indicating that 93.6% of the variation in turnover intention was explained by transactional leadership, while the remaining 6.4% was influenced by other factors outside the scope of this study. These findings suggest that the better the implementation of transactional leadership, the lower the employees' turnover intention.

Keywords: Employees, Turnover Intention, Transactional Leadership

INTRODUCTION

The modern retail industry in Indonesia continues to experience rapid growth in line with rising consumer consumption and stable national economic growth. Changes in people's lifestyles, which tend to prioritize convenience, are one of the main drivers of this sector's development. The presence of modern retail makes it easier for consumers to obtain daily necessities with fast service and a diverse product range. However, behind this growth, the modern retail industry faces significant challenges in human resource

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(HR) management. One major challenge is the high rate of employee turnover intention, or the intention to leave their jobs. High turnover intention can disrupt company operations, reduce productivity, and increase recruitment and training costs.(Tett & Meyer, 2021).

The phenomenon of turnover intention is not only a local issue, but also a global one. International research shows that the retail sector tends to have higher turnover rates than other industries. Contributing factors include high job demands, relatively low wages, and inflexible working hours.(Jiang & Probst, 2023)This situation requires retail companies to have an effective HR strategy. Nationally, retail companies in Indonesia face intense competition not only from fellow modern retailers but also from e-commerce. This competition demands that companies maintain a solid, experienced, and loyal employee team. High turnover can be a major obstacle to building an effective team.

One important factor influencing turnover intention is leadership style within an organization. Leadership plays a strategic role in creating a conducive work environment, motivating employees, and building commitment to the company.(Nguyen et al., 2022)The right leader can help reduce turnover intention. Transactional leadership is a leadership model widely applied in various sectors, including modern retail. This style emphasizes an exchange relationship between leaders and subordinates, where leaders provide rewards or punishments based on performance.(Bass, 1990; Podsakoff et al., 2020).

The main characteristics of transactional leadership include setting clear goals, close supervision, and providing rewards proportional to work results. In the retail industry, this style is considered relevant because it can help ensure sales targets are achieved and employee performance meets expectations. However, while effective in certain situations, transactional leadership has limitations. An overly formal approach focused on achieving targets can reduce the emotional closeness between leaders and employees, which in turn can increase the risk of turnover intention.(Breevaart et al., 2021).

Previous research has shown mixed results regarding the relationship between transactional leadership and turnover intention. Some studies indicate that this leadership style can reduce turnover intention through role clarity and appropriate reward systems.(Elbaz & Haddoud, 2017)On the other hand, other studies have found that transactional leadership is less effective in building long-term loyalty than transformational leadership styles that place more emphasis on inspiration and emotional involvement.(Al Khajeh, 2018). This shows the need for more in-depth study.

In the Indonesian context, research examining the relationship between transactional leadership and turnover intention in the modern retail sector is still relatively

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limited. Most studies focus on the banking, education, or manufacturing sectors.(Setiawan & Wahyuni, 2021).

This research gap is crucial to fill because the characteristics of work in the modern retail sector differ from those in other sectors. Retail employees are required to have a high work pace, customer service skills, and resilience in the face of daily operational pressures. Previous studies have also tended to examine the influence of leadership in general without isolating specific leadership styles. As a result, existing findings have not provided a specific picture of the effectiveness of transactional leadership in influencing turnover intention.(Breevaart et al., 2021).

In a modern retail company like Cool Supermarket Tomohon, a transactional leadership style is considered relevant because work operations require discipline, punctuality, consistent service, and the achievement of daily targets. Employees are required to work according to company operational standards, so clear direction and evaluation systems are crucial. Leaders who can apply transactional leadership appropriately can encourage employees to be more effective and responsible.

However, a company's success is measured not only by short-term performance but also by its ability to retain employees. One of the problems that frequently arises in companies is employee turnover. Turnover is the condition where an employee leaves the company, either voluntarily or involuntarily. Before turnover actually occurs, an employee's desire to leave the job, known as turnover intention, usually arises. Turnover intention is an employee's intention or tendency to leave the company and seek other employment. This variable is important to study because it serves as an early indicator that can help companies prevent actual turnover.

Based on initial observations, the turnover rate at Cool Supermarket Tomohon remains relatively low. This indicates that the company has a stable workforce. However, low turnover doesn't necessarily indicate that all employees are satisfied and intend to stay long-term. It's possible that some employees may have the desire to move on but haven't yet due to financial reasons, limited job opportunities, or other personal considerations.

This situation demonstrates the importance of research on turnover intention so companies can understand employees' psychological states early on. Furthermore, leadership is one factor suspected of influencing turnover intention. Leaders who focus too much on targets without providing fair rewards can create work stress. Conversely, leaders who provide clear direction, performance-based rewards, and fair supervision can increase job satisfaction and reduce the desire to leave the company.

Methodology

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This study uses a quantitative approach that focuses on collecting data in numerical form for statistical analysis. According to Martono (2016), quantitative research is research that collects data in the form of numbers or data that can be transformed into quantitative form. The population in this study were all 55 employees of Cool Supermarket Tomohon. The sampling technique used was saturated sampling, namely all members of the population were used as research samples, so that the number of samples was the same as the population, namely 55 employees. The study was conducted at Cool Supermarket located in Walian Lingkungan III Village, Tomohon City, North Sulawesi, with the research implementation time on May 12–25, 2026.

The data in this study were collected using a questionnaire structured on a Likert scale and administered to all respondents. The collected data were then processed and analyzed quantitatively using IBM SPSS Statistics 25.0. The analysis stages included grouping, tabulation, and data presentation, followed by assumption tests consisting of normality and linearity tests.

RESULTS AND DISCUSSION

Normality Test

Table 1. Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		55
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	5.05452309
Most Extreme Differences	Absolute	.066
	Positive	.066
	Negative	-.047
Test Statistic		.066
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Based on the results of the normality test using the One-Sample Kolmogorov-Smirnov method in Table 1, the Asymp. Sig. (2-tailed) value was obtained at 0.200 with a sample size of 55 respondents. This significance value is greater than 0.05 (0.200 > 0.05), so it can be concluded that the research data is normally distributed.

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Linearity Test

Table 2. Linearity Test Results

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig
TURNOVER * Kepemimpinan_Transaksional	Between Groups	(Combined)	20531.120	15	1368.741	52.489	.000
		Linearity	20168.506	1	20168.506	773.432	.000
		Deviation from Linearity	362.614	14	25.901	.993	.478
	Within Groups		1016.989	39	26.077		
	Total		21548.109	54			

Based on the results of the linearity test in Table 2, the significance value for Linearity is 0.000 < 0.05, indicating a linear relationship between the Transactional Leadership Style and Turnover Intention variables. The significance value for Deviation from Linearity is 0.478 > 0.05, indicating no deviation from linearity. Thus, the relationship between the two variables is declared linear and meets the assumptions for linear regression analysis.

Hypothesis Testing

Hypothesis testing is carried out to determine whether or not there is an influence of the independent variable on the dependent variable. According to(Sugiyono, 2023), a hypothesis is a temporary answer to the formulation of a research problem whose truth must be tested through data analysis.

1. Simple Linear Regression Test

Table 3. Simple Linear Regression Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	136.842	2.764		49.510	.000
	Kepemimpinan_Transaksional	-.901	.032	-.967	-27.835	.000

a. Dependent Variable: TURNOVER

Based on Table 3, the coefficients in the simple linear regression test results show that the independent variable in this study is Transactional Leadership Style, while the dependent variable is Turnover Intention. The analysis results show a constant value of 136.842 and a regression coefficient value for the Transactional Leadership Style variable of -0.901. These results indicate that transactional leadership has a negative influence on employee turnover intention. The regression equation obtained is as follows:

$$Y = 136.842 - 0{,}901X$$

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The regression equation above shows that every one-unit increase in transactional leadership will decrease turnover intention by 0.901. Conversely, if transactional leadership decreases, employee turnover intention tends to increase. Therefore, the better the implementation of transactional leadership in a company, the lower the employee's intention to leave their job.

Thus, based on the results of the hypothesis testing, it can be concluded that the alternative hypothesis (Ha) which states "There is an influence of transactional leadership style on the turnover intention of Cool Supermarket Tomohon employees" is accepted, while the null hypothesis (H0) which states "There is no influence of transactional leadership style on the turnover intention of Cool Supermarket Tomohon employees" is rejected. The results of this study prove that transactional leadership style has a negative and significant influence on the turnover intention of Cool Supermarket Tomohon employees.

Table 4. Determination Test Results

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.967[a]	.936	.935	5.102

a. Predictors: (Constant), Kepemimpinan_Transaksional

b. Dependent Variable: TURNOVER

Based on the analysis results in the Model Summary table, a correlation coefficient (R) of 0.967 was obtained. This value indicates a very strong relationship between transactional leadership and turnover intention. This means that transactional leadership has a strong relationship with employee turnover intention at Cool Supermarket Tomohon.

Furthermore, the R-square value of 0.936 indicates that transactional leadership contributes 93.6% to employee turnover intention. Thus, employee turnover intention is largely influenced by transactional leadership, while the remaining 6.4% is influenced by other factors outside this study that were not examined by the researcher.

CONCLUSION

Based on the results of the study on the influence of transactional leadership style on the turnover intention of Cool Supermarket Tomohon employees, it can be concluded that transactional leadership style has a negative and significant effect on employee turnover intention. The results of the regression analysis show that the better the implementation of transactional leadership style, the lower the level of employee turnover intention. In addition, the results of the coefficient of determination analysis indicate that

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transactional leadership style makes a very large contribution to turnover intention, while the remaining small part is influenced by other factors outside the scope of this study. Thus, the research hypothesis stating that there is an influence of transactional leadership style on the turnover intention of Cool Supermarket Tomohon employees can be accepted.

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