

Strategies to Enhance Employee Loyalty: The Role of Leadership Style, Job Satisfaction, and Overtime

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A B S T R A C T

This study aims to analyze strategies for improving employee loyalty through the roles of leadership style and job satisfaction, with overtime serving as a moderating variable. The background of this research is the high employee turnover rate in Indonesia, which negatively affects organizational stability and productivity. A quantitative approach with a causal design was employed, using data collected through questionnaires distributed to 74 permanent employees of PT XYZ Serpong Branch. Data analysis was conducted using Structural Equation Modelling (SEM) based on Partial Least Squares (PLS) with the assistance of SmartPLS software. The findings reveal that leadership style has a positive and significant effect on job satisfaction, but no direct effect on employee loyalty. Job satisfaction is a significant mediating variable in the relationship between leadership style and employee loyalty. In addition, overtime significantly influences job satisfaction and indirectly affects employee loyalty through job satisfaction. However, overtime does not moderate the relationship between leadership style and either job satisfaction or employee loyalty. The state of the art of this research lies in its integrative model, which combines three key dimensions in human resource management—leadership, job satisfaction, and overtime—and applies a PLS-SEM approach to simultaneously examine mediation and moderation effects. This study contributes to the literature by demonstrating that employee loyalty is more effectively enhanced through the mediating role of job satisfaction rather than direct leadership intervention or overtime practices. Nevertheless, this study is limited to analyzing the influence of leadership style, job satisfaction, and overtime on employee loyalty at PT XYZ Serpong Branch with a sample of 74 permanent employees. The analysis approach uses PLS-SEM through SmartPLS, and findings are contextual, not intended for generalization across organizations or sectors.

1. Introduction

In today's competitive era, organizations are required not only to focus on product or service excellence but also on effective human resource management. One of the key indicators of success in HR management is employee loyalty, which reflects long-term commitment of individuals to the organization (Tarique & Schuler, 2022). High levels of loyalty contribute to improved productivity, reduced recruitment costs, and operational stability.

The Indonesian context presents unique challenges for employee retention, with high turnover rates reported across industries (BPS, 2024). This highlights the need for culturally relevant leadership approaches. According to Sihombing et al. (2024), leaders in Indonesia who are more participative and supportive can better address employee dissatisfaction and build

stronger loyalty, aligning with the findings of transformational leadership studies in Western contexts.

A similar trend is observed at PT Serpong Branch, where turnover increased from 9% in 2022 to 20% in 2024. Additionally, internal company data show that most employees have a tenure of less than one year, and fewer than 60% report job satisfaction.

Leadership style is one of the critical factors influencing job satisfaction and employee loyalty. Effective leaders are capable of fostering supportive work environments and positive interpersonal relationships, which in turn foster emotional attachment to the organization (Northouse, 2021). Previous studies have shown that transformational, participative, or supportive leadership styles significantly contribute to employee satisfaction and loyalty (Sihombing et al., 2024; Wulandari et al., 2025).

On the other hand, overtime practices are also a major consideration in employee welfare and job satisfaction. Overtime that is fairly compensated can enhance employees' perception of being valued by the organization. However, excessive and inadequately rewarded overtime can result in fatigue, stress, and decreased motivation (Ko et al., 2023). Thus, it is necessary to examine whether overtime moderates the relationship between leadership style and other organizational outcomes such as job satisfaction and loyalty.

Based on the aforementioned background, this study aims to examine the influence of leadership style on employee loyalty, with job satisfaction as a mediating variable and overtime as a moderating variable. This research is expected to contribute theoretically to the human resource management literature and offer practical implications for developing more effective employee loyalty strategies.

2. Literature Review

2.1 Employee Loyalty

Employee loyalty is defined as the psychological attachment and commitment of employees to their organization (Tarique & Schuler, 2022). Loyalty is a key factor in reducing turnover and enhancing organizational performance. Jalukhu et al. (2024) demonstrated that loyalty is influenced by intrinsic and extrinsic job elements, including recognition, compensation, and leadership behaviors. Loyalty is often cultivated through long-term satisfaction, effective communication, and a supportive organizational culture.

2.2 Leadership Style and Its Influence

Leadership style remains a critical determinant of workplace outcomes, including satisfaction and retention. Bass and Avolio (1994) introduced transformational leadership as a style that inspires and empowers followers, fostering high levels of motivation and engagement. Recent empirical work by Sihombing et al. (2024) found a significant positive relationship between transformational leadership and job satisfaction in Indonesian companies. Similarly, Parinding et al. (2024) confirmed that transformational leadership, when combined with organizational commitment, enhances loyalty through increased job satisfaction. In the Indonesian context, participative leadership has also gained attention for its cultural fit and ability to involve employees in decision-making (Maulana et al., 2024).

2.3 Job Satisfaction as a Mediating Variable

Job satisfaction has consistently been linked to numerous positive employee outcomes, including reduced absenteeism, higher performance, and loyalty (Herzberg, 1959; Robbins & Judge, 2020). Wulandari et al. (2025) found that job satisfaction mediates the relationship between leadership and employee loyalty, emphasizing the need for leaders to focus on intrinsic motivators such as appreciation and meaningful work. In the same vein, Abadiyah (2021)

highlighted that satisfaction significantly bridges leadership behaviors and long-term employee commitment.

2.4 Overtime as a Moderating or Contextual Factor

Overtime is a complex construct in organizational behavior. While fair and voluntary overtime can enhance job satisfaction and the feeling of being valued (Ko et al., 2023), excessive overtime may lead to burnout, turnover intention, and dissatisfaction. Mauliddiyah (2022) emphasized that the context of overtime—whether it is perceived as fair and optional—determines its influence. Recent studies by Rizkita (2024) and Zhang (2024) explore how overtime interacts with other organizational factors, with mixed findings. Some studies report a moderating effect, while others suggest its impact is more direct or conditional.

2.5 Integrative Framework

Several recent works advocate for integrative frameworks that combine leadership, satisfaction, and overtime to understand loyalty more holistically (Aprillina et al., 2024; Suherti et al., 2022). This study contributes to that line of inquiry by modeling both mediation and moderation effects using the PLS-SEM approach, offering a robust method to disentangle the interrelationships among these constructs.

2.6 Hypothesis Development

The development of hypotheses in this study is grounded in established theories of human resource management, leadership, and empirical research that explores the relationships among leadership style, job satisfaction, overtime, and employee loyalty.

1. The Influence of Leadership Style on Job Satisfaction

According to the transformational leadership theory proposed by Bass and Avolio (1994), leaders who inspire, show individualized consideration, and intellectually stimulate employees are more likely to create a positive work environment and enhance job satisfaction. A study by Sihombing et al. (2024) found that transformational leadership has a significant and positive effect on job satisfaction.

Hypothesis 1 (H1): Leadership style has a positive and significant effect on job satisfaction.

2. The Influence of Leadership Style on Employee Loyalty

Leadership style also influences employee loyalty, as effective leaders can build strong relationships, facilitate open communication, and provide emotional support. Robbins and Judge (2020) suggest that employee loyalty increases when employees feel appreciated and supported by their superiors. Rahmawati (2023) found a positive correlation between leadership style and employee loyalty.

Hypothesis 2 (H2): Leadership style has a positive and significant effect on employee loyalty.

3. The Influence of Job Satisfaction on Employee Loyalty

Herzberg's two-factor theory explains that high job satisfaction fosters emotional attachment to the organization. Several previous studies, such as by Wulandari et al. (2025), confirmed that job satisfaction significantly encourages employee loyalty.

Hypothesis 3 (H3): Job satisfaction has a positive and significant effect on employee loyalty.

4. The Influence of Overtime on Job Satisfaction

Overtime can positively influence job satisfaction when it is accompanied by fair compensation and recognition from the organization. However, excessive overtime can result in fatigue and dissatisfaction (Ko et al., 2023). Mauliddiyah (2022) found that the impact of overtime on job satisfaction depends on context and management practices.

Hypothesis 4 (H4): Overtime has a positive and significant effect on job satisfaction.

5. The Moderating Role of Overtime on the Relationship Between Leadership Style and Job Satisfaction

Overtime may strengthen or weaken the influence of leadership style on job satisfaction. In high workload conditions, supportive leadership becomes more critical. Rizkita (2024) found that overtime can act as a moderating variable in some organizational relationships. Hypothesis 5 (H5): Overtime moderates the relationship between leadership style and job satisfaction.

6. The Mediating Role of Job Satisfaction in the Relationship Between Leadership Style and Employee Loyalty

Leadership style often affects employee loyalty indirectly through increased job satisfaction. Abadiyah (2021) found that job satisfaction significantly mediates the influence of leadership style on employee loyalty.

Hypothesis 6 (H6): Job satisfaction mediates the influence of leadership style on employee loyalty.

As evidenced by Wulandari et al. (2025), leaders who adopt a participative approach, which encourages employee involvement in decision-making, directly contribute to job satisfaction. This is because such leaders create an environment where employees feel valued and empowered, which, according to Sihombing et al. (2024), strengthens their emotional attachment to the organization and increases their loyalty.

3. Methodology

3.1 Research Design

This study employs a quantitative approach with an explanatory research design aimed at testing causal relationships among leadership style, job satisfaction, overtime, and employee loyalty. This design is appropriate for identifying both direct and indirect effects among variables using structural modeling techniques (Creswell & Creswell, 2018).

3.2 Population and Sample

The population of this study comprises all permanent employees of PT Serpong Branch. The sampling method used is purposive sampling, with criteria including a minimum of six months' employment tenure. Using Slovin's formula at a 5% margin of error, a sample of 174 respondents was determined from a population of 302.

3.3 Data Collection Techniques

Primary data were collected using structured questionnaires distributed to selected respondents. The questionnaire used a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), based on validated instruments from previous studies. Secondary data were obtained through literature reviews of books, journals, and company documents.

3.4 Measurement Instruments

1. Leadership Style: Adapted from Bass & Avolio's transformational and transactional leadership model.
2. Job Satisfaction: Based on Herzberg's Two-Factor Theory, including intrinsic and extrinsic satisfaction indicators.
3. Overtime: Measured by perceived workload, compensation fairness, and impact on well-being (Ko et al., 2023).
4. Employee Loyalty: Refers to affective, continuance, and normative commitment dimensions (Meyer & Allen, 1997).

3.5 Data Analysis

The data were analyzed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) method through SmartPLS 4.0 software. The analysis was conducted in two stages:

1. Measurement Model Evaluation, assessing reliability and validity through outer loading, Cronbach's alpha, and composite reliability.
2. Structural Model Evaluation, assessing R-square values, path coefficients, and significance of direct, indirect, and moderating effects.

This section consists of the research design, subject/object/population/sample, operational definition and measurement of variable, data collection technique and instrument, and data analysis techniques.

4. Results and Discussion

4.1 Measurement Model Evaluation

In the Partial Least Squares (PLS) approach, the measurement model is essential to ensure that the indicators accurately represent the latent constructs.

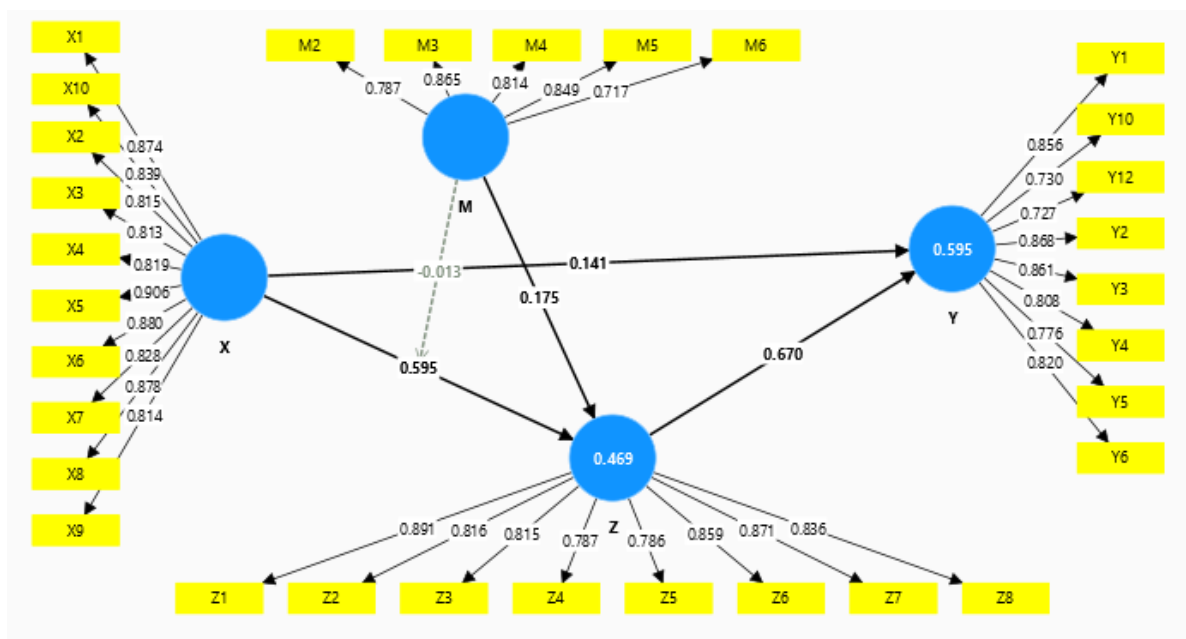


Figure 1. Algorithm PLS-SEM

In this study, all constructs are reflective, meaning that the indicators are influenced by the latent variables they represent. Initial results revealed several indicators with outer loading values below the 0.70 threshold, particularly on the Overtime variable (items M1 and M6) and Employee Loyalty (item Y7). After removing the low-performing indicators, the revised model showed that all remaining indicators had outer loadings above 0.70, indicating acceptable convergent validity.

Table 1. Validity and Reliability

	Cronbach's alpha	Composite reliability (rho a)	Composite reliability (rho c)	Average variance extracted (AVE)
Overtime	0.871	0.914	0.904	0.653
Leadership Styles	0.956	0.958	0.962	0.718

Employee Loyalty	0.923	0.925	0.937	0.652
Job Satisfaction	0.937	0.940	0.948	0.695

Reliability tests showed that all variables achieved Cronbach's Alpha and Composite Reliability values above 0.70, confirming the internal consistency and reliability of the measurement instruments (Hair et al., 2021).

4.2 Structural Model Evaluation

Table 2. R Square

Variable	R-square	R-square adjusted
Employee Loyalty	0.595	0.583
Job Satisfaction	0.469	0.446

Source: SmartPLS Output Results

The R-Square value for job satisfaction was 0.469, indicating that 46.9% of the variance in job satisfaction can be explained by leadership style. Meanwhile, the R-Square value for employee loyalty was 0.595, suggesting that 59.5% of its variance is explained by leadership style and job satisfaction. According to Hair et al. (2021), these R-Square values fall into the moderate category.

4.3 Hypothesis Testing

The hypothesis testing section aims to evaluate the relationships proposed in the theoretical framework, which include the direct and indirect effects of leadership style, job satisfaction, and overtime on employee loyalty. This analysis uses Partial Least Squares Structural Equation Modeling (PLS-SEM) to assess the path coefficients and their statistical significance.

Table 3. Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Overtime -> Job Satisfaction	0.175	0.185	0.083	2.097	0.036
leadership style -> Employee Loyalty	0.141	0.138	0.138	1.022	0.307
leadership style -> Job Satisfaction	0.595	0.600	0.091	6.544	0.000
Job Satisfaction -> Employee Loyalty	0.670	0.670	0.132	5.081	0.000
Overtime x leadership style -> Job Satisfaction -> Employee Loyalty	-0.009	-0.004	0.087	0.103	0.918
leadership style -> Job Satisfaction -> Employee Loyalty	0.398	0.404	0.111	3.596	0.000

Source: SmartPLS Output Results

Below is a breakdown of each hypothesis tested, with a detailed explanation of the results:

a. The Effect of Leadership Style on Job Satisfaction

The first hypothesis proposed that leadership style would have a positive and significant effect on job satisfaction. The analysis showed a strong positive relationship between these two variables (path coefficient = 0.595, $t = 6.544$, $p < 0.001$). This result is statistically significant, suggesting that leadership style, particularly transformational or participative leadership, plays a crucial role in enhancing job satisfaction. The significant positive path coefficient confirms that leaders who exhibit supportive and engaging behaviors, as hypothesized by transformational leadership theory (Bass & Avolio, 1994), significantly improve employee job satisfaction. Effective leadership provides employees with motivation, autonomy, and a sense of belonging, which all contribute to higher satisfaction.

b. The Effect of Leadership Style on Employee Loyalty

Hypothesis 2 predicted that leadership style would positively influence employee loyalty. However, the results indicated that the direct effect of leadership style on employee loyalty was not significant (path coefficient = 0.141, $t = 1.022$, $p = 0.307$). This outcome suggests that leadership style, while essential for fostering a positive work environment, does not directly impact employee loyalty in the same way it affects job satisfaction. It is likely that job satisfaction plays an intermediary role in linking leadership style to loyalty. Leaders who prioritize employee well-being create satisfaction, which in turn enhances loyalty. Thus, the direct influence of leadership style on loyalty may not be as strong or direct as initially hypothesized.

c. The Effect of Job Satisfaction on Employee Loyalty

Hypothesis 3 proposed that job satisfaction would have a positive and significant effect on employee loyalty. This hypothesis was supported by the results (path coefficient = 0.670, $t = 5.081$, $p < 0.001$). Job satisfaction is a critical factor for employee loyalty, as confirmed by Herzberg's Two-Factor Theory. Satisfied employees tend to form stronger emotional connections with their organizations, which fosters long-term loyalty. The significant positive relationship between job satisfaction and employee loyalty underscores the importance of fostering a satisfying work environment.

d. The Effect of Overtime on Job Satisfaction

Hypothesis 4 posited that overtime would have a positive and significant effect on job satisfaction. The analysis revealed a significant effect of overtime on job satisfaction (path coefficient = 0.175, $t = 2.097$, $p = 0.036$). This result aligns with the expectation that adequately compensated overtime can enhance employees' sense of being valued by the organization, leading to improved job satisfaction. Employees who feel their extra efforts are recognized and rewarded are more likely to perceive their work environment positively. However, it is important to note that excessive overtime may have negative consequences on job satisfaction, especially if it leads to burnout (Ko et al., 2023).

e. The Moderating Role of Overtime in the Relationship between Leadership Style and Job Satisfaction

Hypothesis 5 suggested that overtime would moderate the relationship between leadership style and job satisfaction. However, the statistical results showed that overtime did not significantly moderate this relationship (interaction effect = -0.009, $t = 0.103$, $p = 0.918$). This finding indicates that the moderating role of overtime is not supported in this study. Despite the expectation that overtime could influence how leadership style affects job satisfaction, the data suggest that leadership's impact on satisfaction is relatively independent of overtime practices. This could be due to other factors such as the overall work environment or the nature of leadership itself, which may have a more direct influence on job satisfaction than overtime conditions.

f. The Mediating Role of Job Satisfaction in the Relationship between Leadership Style and Employee Loyalty

Hypothesis 6 proposed that job satisfaction mediates the relationship between leadership style and employee loyalty. The results confirmed that job satisfaction significantly mediates this relationship (indirect effect = 0.398, $t = 3.596$, $p < 0.001$). The significant mediation effect demonstrates that leadership style influences employee loyalty primarily through its effect on job satisfaction. Leaders who foster a positive work environment contribute to higher job satisfaction, which then strengthens employees' loyalty to the organization. This supports the theoretical perspective that job satisfaction is a key mechanism through which leadership style influences loyalty.

5. Discussion

The results of this study reinforce the importance of job satisfaction as a central variable in enhancing employee loyalty. It was found that leadership style has a positive and significant effect on job satisfaction, but not directly on loyalty. This indicates that job satisfaction serves as a psychological bridge between leadership and loyalty, consistent with the findings of Abadiyah (2021) and Wulandari et al. (2025).

One notable finding is the non-significant direct effect of leadership style on employee loyalty, which contrasts with earlier research such as Rahmawati (2023). This inconsistency can be attributed to organizational context, where external factors such as instability, lack of incentives, or unclear career paths may weaken the direct influence of leadership. These findings highlight that job satisfaction is a necessary emotional precondition before loyalty can be fully developed.

Furthermore, overtime was found to have a significant positive impact on job satisfaction, although it did not moderate the relationship between leadership style and satisfaction. This suggests that in the studied organization, overtime is likely perceived as fair and adequately compensated, in line with the arguments of Ko et al. (2023). However, the non-significant moderation effect implies that overtime does not amplify the impact of leadership on satisfaction. Therefore, management should not overly rely on overtime practices as a reinforcement mechanism for leadership effectiveness, but instead focus on work-life balance, fair workload distribution, and clear expectations.

The practical implications of these findings suggest that organizations should promote transformational or participative leadership styles that foster involvement, trust, and recognition. However, these leadership approaches will only be effective when accompanied by improvements in the work environment that enhance satisfaction—such as appreciation, equitable rewards, and career development opportunities.

From a theoretical perspective, this study strengthens the mediating model in which job satisfaction serves as a key intervening variable in the relationship between leadership style and employee loyalty. By employing the PLS-SEM approach, this research also contributes methodologically by demonstrating how to examine complex relationships involving direct, indirect, and moderating effects simultaneously.

6. Conclusion

Based on the analysis and discussion presented, it can be concluded that job satisfaction serves as a significant mediating variable in the relationship between leadership style and overtime on employee loyalty. These findings suggest that employee loyalty is not directly influenced by leadership style, but rather through the enhancement of job satisfaction driven by effective leadership.

Organizations should prioritize developing leadership styles that foster job satisfaction, such as transformational or participative leadership, and ensure that overtime is managed effectively and compensated fairly

Leadership style was found to have a positive and significant effect on job satisfaction, but not directly on loyalty. Conversely, job satisfaction demonstrated a strong causal relationship with loyalty, indicating that satisfaction is a primary determinant of long-term employee commitment to the organization. Furthermore, while overtime significantly affects job satisfaction and indirectly influences loyalty, it does not function as a moderating variable in the relationship between leadership style and either satisfaction or loyalty.

The practical implication of this study is the importance of positioning job satisfaction as a strategic priority in human resource management. This can be achieved by fostering participative and transformational leadership styles and implementing fair and transparent overtime policies. Balanced workload management and equitable compensation are critical aspects in cultivating sustainable employee satisfaction and loyalty.

7. Recommendation

This study also opens avenues for future research to explore additional mediating and moderating variables such as organizational culture, affective commitment, and work-life balance. Moreover, applying longitudinal approaches is recommended to better understand the dynamics of relationships among these variables over time.

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