

ABSTRACT

Turnover intention emerges as a significant challenge in maintaining workforce stability. Factors such as perceptions of organizational justice, transformational leadership style, and job satisfaction play a crucial role in influencing employees' decisions to remain committed to a company or seek employment elsewhere. This study aims to analyze the impact of job satisfaction, organizational justice, and transformational leadership on turnover intention, both partially and simultaneously. Data were collected from employees of PT MNJ Surabaya through a questionnaire. Partial Least Squares (PLS) was employed for data analysis. The results indicate that job satisfaction (coefficient 0.222, T-statistics 2.269, P-values 0.023), organizational justice (coefficient 0.269, T-statistics 2.496, P-values 0.013), and transformational leadership (coefficient 0.391, T-statistics 3.854, P-values 0.000) each have a positive and significant effect on turnover intention when examined individually. Simultaneously, these three variables also exhibit a significant influence, as demonstrated by an F-statistic value of 22.154 and a P-value of 0.0000. The research model has an R² value of 48.2%, indicating that job satisfaction, organizational justice, and transformational leadership collectively explain 48.2% of the variation in turnover intention. These findings suggest that job satisfaction, organizational justice, and transformational leadership are key factors in managing turnover intention. Companies should focus on creating a supportive work environment, enhancing fairness within the organization, and fostering transformational leadership to strengthen employee commitment and reduce turnover intention.

Keywords: *organizational justice, turnover intention, transformational leadership, and job satisfaction.*