International Journal of Scientific Research and Management (IJSRM)
||Volume||13||Issue||01||Pages||8186-8200||2025||
Website: https://ijsrm.net ISSN (e): 2321-3418
DOI: 10.18535/ijsrm/v13i01.em01

The Effect of Toxic Leadership on Turnover with Job Satisfaction as a Mediating Variable (Case Study of Generation Z in West Java)

Muhammad Alif Hidayat[1], Puspita Wulansari[2]

[1]Telkom University, Master Management, Faculty of Economics and Business, Bandung, Indonesia

Abstract
This study aims to examine the impact of toxic leadership on employee turnover, with job satisfaction serving as a mediating variable, particularly among Generation Z. Currently dominating the workforce; Generation Z exhibits a high turnover rate, often driven by low job satisfaction and unsupportive leadership styles. Toxic leadership, characterized by manipulative, authoritarian behaviour and a lack of responsiveness to criticism, fosters an unhealthy work environment and diminishes employee satisfaction. This decline in job satisfaction increases employees' intentions to leave the organization, raising turnover rates.

The research employs the SEM-Lisler method to analyze the relationships between toxic leadership, job satisfaction, and turnover. The findings reveal that toxic leadership significantly and negatively affects job satisfaction and turnover. Additionally, job satisfaction mediates the relationship between toxic leadership and turnover.

The study's implications highlight the importance of addressing toxic leadership within organizations by implementing training programs focused on ethics, transparency, and empathy. These initiatives can enhance job satisfaction and reduce turnover, particularly among Generation Z employees.

Keywords: ***Toxic leadership, Job satisfaction, Turnover, Generation Z, Leadership***

1. Introduction

Indonesia has experienced significant population growth in the last decade. Based on data from the Central Statistics Agency (BPS), the population of Indonesia in 2020 reached 270.02 million people with an annual growth rate of 1.25%. Most of Indonesia's population is dominated by Generation Z (born 1997-2012), contributing 27.94% of the total population, making it the largest demographic group today (Kominfo, 2021). Generation Z also dominates the workforce, contributing 27.84% in August 2022 (Dinisari, 2023; Supriadi & Wulansari, 2024).

Generation Z has different characteristics compared to previous generations, such as prioritizing work-life balance and high expectations for salary, career advancement opportunities, and a supportive work culture. However, a striking phenomenon is the high turnover rate among Generation Z. According to Deloitte Global 2022, 40% of Generation Z leave their jobs in less than 2 years, while 35% resign without having a job backup (Khairina, 2023). This is reinforced by the DataIndonesia.id report (2022), which identifies the main reasons for turnover among Generation Z, such as:

- Salary does not match job description (64.9%)
- Irregular and excessive working hours (56.9%).

One of the significant factors that influence turnover is toxic leadership, which is leadership behaviour that is manipulative and abusive and prioritizes personal interests over the organization (Adelaide et al., 2023). This toxic leadership damages the work environment and hurts employee job satisfaction, ultimately increasing turnover intention. Several previous studies support this:

1. Toxic leadership negatively influences job satisfaction (Paltu & Brouwers, 2020).
2. Job satisfaction is negatively related to turnover intention (Zhang et al., 2023).

3. Job satisfaction mediates between toxic leadership and turnover intention (Adelaide et al., 2023).

Generation Z, known to have a low tolerance for unhealthy work environments, is more susceptible to the impact of toxic leadership. According to Damayanti and Wulansari (2024), it is important to have a good leader in establishing an ideal non-physical work environment, especially in Generation Z. This phenomenon encourages the need for organizational strategies to overcome toxic leadership, increase job satisfaction, and reduce employee turnover. Therefore, this study aims to analyze the effect of toxic leadership on turnover intention in Generation Z in West Java, with job satisfaction as a mediating variable. The study results are expected to provide strategic recommendations for organizations to create a healthy and productive work environment.

2. Literature Review

2.1. Organizational behavior

Organizational behaviour studies interactions between individuals and groups to increase work effectiveness. Robbins and Judge (2013) explain that organizational behaviour focuses on the relationship between individuals and groups in achieving organizational goals. George and Jones (2002) add that this behaviour involves how individuals and groups act within organizations and how those actions affect organizational performance.

Wulansari et al. (2023) stated that organizational behaviour is influenced by various disciplines, which overall drive the development and progress of the organization. Dudija et al. (2023) also emphasized that organizational behaviour contributes to improving employee performance, which ultimately has a positive impact on achieving company goals.

2.2. Organizational Performance Factors

Organizational performance is influenced by various factors, both internal and external. McManan and Nanni (in Syarifudin & Tangkilisan, 2004) explained that performance is influenced by the quality of service produced, employee motivation, and innovation that continues to be developed in the organization. Rukky (2001) added that the use of technology, work culture, and leadership models applied are also determinants in improving organizational performance.

2.3. Toxic Leadership

Toxic leadership is a form of leadership that is detrimental to organizations and individuals in the work environment. Prasetyo et al. (2020) define toxic leadership as a leadership style that emphasizes personal interests and ignores the team's welfare. Andriyani et al. (2021) added that toxic leadership creates a hostile work environment and hinders organizational development.

Harper et al. (2020) revealed that toxic leadership is often referred to as tyrant leadership, abusive leadership, or destructive leadership. This term emphasizes leadership characteristics that focus on dangerous and manipulative actions that harm team members.

2.3.1. Characteristics of toxic leadership include:

Toxic leadership has several main characteristics that can be identified. Duffy et al. (2020) explained that poisonous leaders tend to have narcissistic and authoritarian personalities, feel superior to others, and lack empathy for the team. Ong et al. (2018) added that toxic leaders use their power to intimidate and control the team through threats and manipulation. Puspitasari and Yulianti (2021) emphasized the importance of detecting signs of poisonous leadership early to prevent adverse impacts on work culture.

2.3.2. Dimensions of Toxic Leadership

Dobbs (2014) mentioned five main dimensions of toxic leadership, namely abusive supervision, narcissism, self-promotion, and unpredictability. Leaders with these characteristics often act inconsistently, take credit for teamwork, and exhibit authoritarian behaviour. Bakkal et al. (2019) added that toxic leadership also includes selfishness, inability to accept input, and negative moods that can impact organizational performance.

2.4. Job Satisfaction

Job satisfaction is an individual's emotional condition that reflects positive or negative feelings towards work. Robbins et al. (2003) define job satisfaction as an individual's reaction to work influenced by the work environment and internal organizational factors. Luthans (2011) states that job satisfaction plays a role in increasing employee productivity and loyalty to the organization. Hasibuan (2010) also emphasizes that job satisfaction creates a supportive environment so that employees feel comfortable and more enthusiastic in completing tasks.

2.4.1. Job Satisfaction Dimensions

Luthans (2006) identified five aspects that influence job satisfaction: the work itself, relationships with superiors and coworkers, promotions, and salary. Robbins et al. (2008) added that job satisfaction is also influenced by career development opportunities and a sense of justice in the organization.

2.5. Turnover Intention

Turnover is defined as an individual's decision to leave an organization due to job dissatisfaction or other external factors. Sukwandi and Meliana (2013) stated that turnover results from employees' desire to seek better opportunities. Harnoto (2010) added that turnover characteristics include loss of motivation, increased absenteeism, and changes in behaviour within the organization.

2.5.1. Turnover Dimension

Kusbiantari (2013) explains that turnover is influenced by environmental and individual factors. Price (in Kusbiantari, 2013) states that social responsibility, job opportunities, and job satisfaction are the main determinants of turnover intention. Chen and Francesco (2000) also added that turnover intention consists of three components, namely, the desire to leave, the search for another job, and the intention to quit.

3. Variable Relationship

3.1. Toxic Leadership and Job Satisfaction

Toxic leadership has a significant negative impact on job satisfaction. Leaders with toxic characteristics tend to create an unconducive work environment where employees feel unappreciated and lack support (Adelaide et al., 2023). Toxic leaders are often manipulative and authoritarian and do not provide an adequate appreciation for employee work results, thus reducing motivation and job satisfaction (Waskito & Putri, 2021).

Previous studies have shown that job satisfaction is influenced by recognition, development opportunities, and a supportive work environment (Luthans, 2011). In the context of toxic leadership, these factors are often ignored, leading to employee dissatisfaction. As a result, toxic leadership creates a stressful work environment, increases uncertainty, and affects interpersonal relationships within the organization (Xu et al., 2018). Therefore, the negative relationship between toxic leadership and job satisfaction is a significant challenge for organizations in maintaining workforce stability and increasing productivity..

3.2. Toxic Leadership and Turnover Intention

Toxic leadership has a positive correlation with turnover intention. Employees who feel trapped in a toxic work environment tend to have a greater intention to leave the company (Oliveira & Najnudel, 2022). Abusive and authoritarian leadership creates psychological stress, encouraging employees to seek better job opportunities outside the organization (Xu et al., 2018).

Adelaide et al. (2023) found that toxic leadership in the healthcare sector significantly contributes to high turnover rates, especially among nurses. Leaders with toxic behaviour impact not only individual performance but also worsen organizational culture, resulting in decreased employee loyalty and engagement.

Factors that contribute to turnover intention due to toxic leadership include:

1. Lack of appreciation and recognition of employee contributions.

2. Increased stress and burnout due to authoritarian leadership styles and lack of empathy.
3. Uncertainty and unfairness in the promotion and career development process.

High turnover intention due to toxic leadership can harm the organization in the long term, both in terms of productivity and workforce stability. Therefore, managing toxic leadership is a strategic issue that must be considered in human resource management.

3.3. The Role of Job Satisfaction as a Mediator

Job satisfaction plays an important role as a mediator in the relationship between toxic leadership and turnover intention. Employees with high levels of job satisfaction tend to be more resistant to the negative impacts of toxic leadership, thus reducing their intention to leave the organization (Waskito & Putri, 2021).

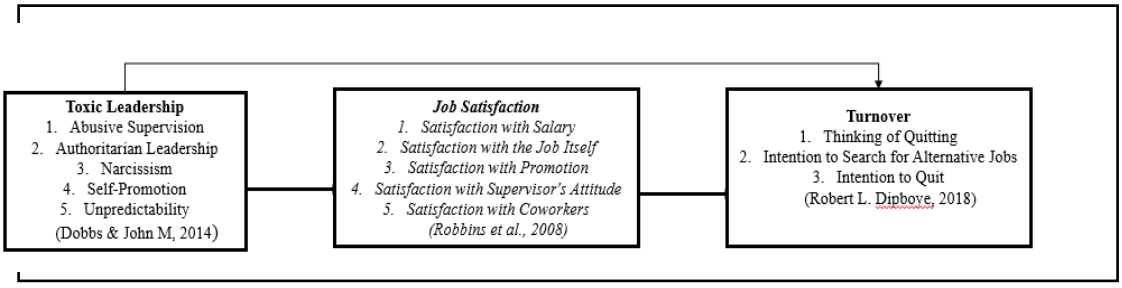
Research shows that although toxic leadership has a direct impact on turnover intention, this effect can be reduced if the organization succeeds in creating a supportive work environment and increasing employee job satisfaction (Xu et al., 2018). Aspects that increase job satisfaction and reduce the impact of toxic leadership on turnover intention include:

1. Clear and fair career development opportunities.
2. Appreciation and recognition of employee contributions in achieving organizational goals.
3. An inclusive and supportive work environment makes employees feel valued and supported.

Adelaide et al. (2023) emphasized that companies that actively increase job satisfaction can reduce turnover intention, even though employees are in situations led by toxic leaders. Thus, job satisfaction not only functions as a buffer but also as a determining factor in building employee loyalty and retention.

4. Method

The research method is sourced from various studies that have produced research results. From multiple sources of theory obtained, researchers conceptualise the impact of Toxic Leadership on Employee Turnover through Job Satisfaction as a mediating variable. The conceptual description is explained in Figure 1 below.:



H1: Toxic Leadership has a negative influence on Job Satisfaction.

H2: Job Satisfaction has a negative influence on Turnover.

H3: Toxic Leadership has a positive influence on Turnover through Job Satisfaction.

The first hypothesis explains that there is an influence between Toxic Leadership and Job Satisfaction, which means that leadership in an organization affects team performance. The second and third hypotheses clarify that there are negative and positive influences between each variable, such as the job satisfaction variable having a negative influence on Turnover and the impact of toxic leadership having a positive influence on employee turnover through job satisfaction.

In order to support the research process to run well, the researcher uses the SEM-Lisler method to test the relationship between variables. SEM is chosen because it can analyze direct and indirect relationships between variables and test structural models and measurement models simultaneously.

5. Implication

5.1. Structural Equation Modeling (SEM) Analysis

The research data were collected through questionnaires in the form of scores obtained from respondents' answers to questions or statements related to the indicators of the Toxic Leadership (X), Job Satisfaction (Z), and Turnover (Y) variables. These variables were analyzed using the Structural Equation Modeling (SEM) method.

SEM is a technique that describes the cause-and-effect relationship between exogenous (independent) variables and endogenous (dependent) variables by combining two statistical approaches:

1. Factor analysis as a measurement model.
2. Path analysis as a structural model.

In this analysis, the relationship between variables is based on latent variables measured through appropriate indicators. The analysis process is carried out using the LISREL application to test the suitability of the theoretical model to the data, as well as to evaluate the significance of each causal relationship coefficient.

5.2. Data Normality Test

According to Hair et al. (2014), it is explained that normality can refer to the distribution of data which makes a single variable change into a standard distribution form. If the data produced is in the form of an abnormal distribution, then the data can be said to be abnormal and vice versa.

According to Ghozali (2018), if the assumption of normality is not met and there are significant deviations, it will result in an invalid statistical test. The cause of invalid variables is that many statistical techniques, such as the t-test, assume that the data is usually distributed. Based on the estimation results, the LISREL output includes:

Table Multivariate Normality Test

Test of Multivariate Normality for Continuous Variables							
Skewness			Kurtosis			Skewness and Kurtosis	
Value	Z-Score	P-Value	Value	Z-Score	P-Value	Chi-Square	P-Value
---	---	---	---	---	---	---	---
87,645	13,708	0.000	603,900	5.923	0.000	222,982	0.000

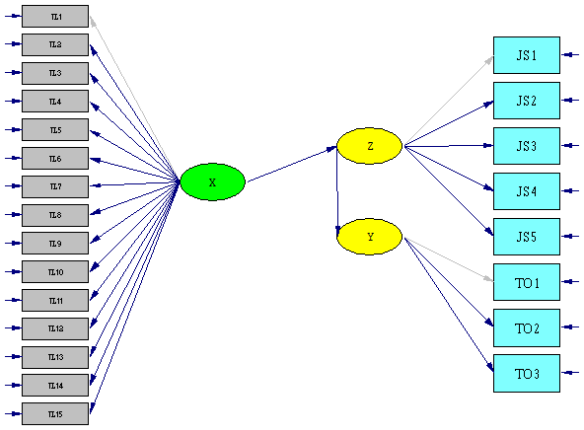
The results of the Multivariate Normality Test for continuous variables indicate that the overall model does not satisfy the normality assumption. This is reflected in the p-value for Skewness and Kurtosis, which is 0.000 – a value below 0.05.

However, LISREL offers several solutions to this issue, including incorporating asymptotic covariance matrix estimation. By adding this component, parameter estimation and goodness-of-fit tests can account for the non-normality of the data. If the asymptotic covariance matrix is omitted despite non-normal data, the analysis proceeds under the assumption of normality. This may result in biased estimates.

5.3. Model Specifications

The initial model is developed using insights from previous theories or studies. In SEM, specifying a model that outlines the research problem is essential. As stated by Hoyle (1995), analysis can only proceed once the researcher has defined a model that clearly illustrates the relationships between the variables under

Image Model Specification Schematic



5.3.1. *Structural Model Specification*

Variables*Job Satisfaction*(Z)influenced by variables*Toxic Leadership*(X), and the Turnover variable (Y) is influenced by the Job Satisfaction variable (Z). In general, the specifications can be written as follows:

$\eta 1 = (\gamma 11 \times \xi) + \zeta 1$

$\eta 2 = (\gamma 21 \times \eta 1 + \zeta 2$

Where:

ξ_1(Act 1)	=	Exogenous variables*Toxic Leadership*(X).
$\eta 1$(Eta 1)	=	Endogenous variables*Job Satisfaction*(Z).
$\eta 2$(Eta 2)	=	Endogenous variables*Turnover*(Y).
γ_{11}(Gamma 11)	=	Coefficient of influence of exogenous variables*Toxic Leadership*(X)against endogenous variables*Job Satisfaction*(Z).
γ_{21}(Gamma 21)	=	Influence coefficient of endogenous variables*Job Satisfaction*(Z)against endogenous variables*Turnover*(Y).
ζ_1(Zeta 1)	=	Probability of model error in endogenous variables*Job Satisfaction*(Z).
ζ_2(Zeta 2)	=	Probability of model error in endogenous variables*Turnover*(Y).

5.3.2. Measurement Model Specification

The manifest variables in the research include the following:

- Latent variables*Toxic Leadership*(X)measured by 15 observed variables, namely TL1 – TL15.

$TL1 = (\lambda TL1 \times \xi) + \delta 1$

$TL2 = (\lambda TL2 \times \xi) + \delta 2$

$TL3 = (\lambda TL3 \times \xi) + \delta 3$

$TL4 = (\lambda TL4 \times \xi) + \delta 4$

$TL5 = (\lambda TL5 \times \xi) + \delta 5$

$TL6 = (\lambda TL6 \times \xi) + \delta 6$

$TL7 = (\lambda TL7 \times \xi) + \delta 7$

$TL8 = (\lambda TL8 \times \xi) + \delta 8$

$TL9 = (\lambda TL9 \times \xi) + \delta 9$

$TL10 = (\lambda TL10 \times \xi) + \delta 10$

$TL11 = (\lambda TL11 \times \xi) + \delta 11$

$TL12 = (\lambda TL12 \times \xi) + \delta 12$

$TL13 = (\lambda TL13 \times \xi) + \delta 13$

$TL14 = (\lambda TL14 \times \xi) + \delta 14$

$TL15 = (\lambda TL15 \times \xi) + \delta 15$

- Latent variables*Job Satisfaction*(Z)measured by 5 observed variables, namely:JS1 – JS5.

$JS_1 = (\lambda JS1 \times \eta 1) + \varepsilon 1$

$JS_2 = (\lambda JS2 \times \eta 1) + \varepsilon 2$

$JS_3 = (\lambda JS3 \times \eta 1) + \varepsilon 3$

$JS_4 = (\lambda JS4 \times \eta 1) + \varepsilon 4$

$JS_5 = (\lambda JS5 \times \eta 1) + \varepsilon 5$

- Latent variables*Turnover*(Y)measured by 3 observed variables, namely:TO1 – TO3.

$TO_1 = (\lambda TO1 \times \eta 2) + \varepsilon 6$

$TO_2 = (\lambda TO2 \times \eta 2) + \varepsilon 6$

$TO_3 = (\lambda TO3 \times \eta 2) + \varepsilon 6$

5.4. Model Identification

In structural model analysis, constraints often arise at the parameter estimation stage. If this process experiences unidentification, then parameter estimation will face various difficulties. The inability of the model to produce accurate identification can disrupt the calculation process.

Some indications that indicate the existence of identification errors, known as offending estimates (estimated values outside reasonable limits), according to Hair et al. (1998), include:

1. Substantial standard errors in the estimated coefficients.
2. Information matrix that does not match expectations.
3. The resulting matrix is not positive definite.
4. The presence of negative error variance (known as Heywood cases) or insignificant error variance on a particular construct.
5. Standardized coefficient that approaches or exceeds 1.

In SEM, it is essential to ensure that the model has a strong theoretical basis. Haryono (2017) emphasized that any changes to the model must be accompanied by adequate theoretical justification. Modifications without a clear theoretical basis can cause the model to be invalid.

Based on the estimation results presented, no problems related to these points were found. Therefore, the model is considered feasible because it has been supported by adequate theory and modifications are made based on appropriate empirical and theoretical considerations.

5.4. Parameter Estimation Results

This study uses the Maximum Likelihood Estimator (MLE) as an estimation method, adding an asymptotic covariance matrix called Robust Maximum Likelihood. MLE is one of the most commonly used estimators in Structural Equation Modeling (SEM).

MLE has several important asymptotic characteristics, making it suitable for large samples. Although in small samples MLE can produce bias, asymptotically this method is unbiased. In addition, MLE has a high degree of consistency. 1MLE is also asymptotically efficient, meaning no other estimator is consistent with a more minor variance than MLE. As the sample size increases, the distribution of MLE will approach the normal distribution, so the resulting estimate becomes more accurate.

5.5. Measurement Model

Each construct or measurement model is evaluated separately, emphasizing the assessment of validity and reliability. In this research, the SEM model's validity is examined through First Order Confirmatory Factor Analysis (CFA). A variable is deemed valid for its construct or latent variable if its standardized loading factor meets or exceeds the critical threshold of 0.50. The reliability assessment involves calculating construct reliability and average variance extracted using the specified formula.

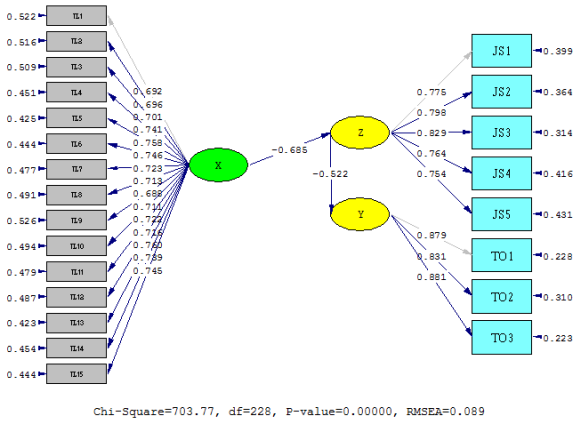
$$\text{Construct Reliability} = \frac{\left(\sum \text{Standardized Loading}\right)^2}{\left(\sum \text{Standardized Loading}\right)^2 + \sum \varepsilon_j}$$

$$\text{Variance Extracted} = \frac{\sum \text{Standardized Loading}^2}{\sum \text{Standardized Loading}^2 + \sum \varepsilon_j}$$

$$\varepsilon_j = 1 - (\text{Standardized Loading})^2$$

The standardized loading is derived directly from the LISREL program output, where εj signifies the measurement error for each observed variable or indicator. Construct reliability is considered acceptable if it exceeds 0.60 (Ghozali, 2014), while average variance extracted (AVE) is regarded as good if it surpasses 0.50 (Ghozali, 2014). The standard factor loading values obtained from LISREL compute the construct reliability coefficient, as summarized in the table below.

Image Standardized Loading Factors Estimation Results



Based on the estimated values of the standardized loading factor shown in the image above, all observed variables have loading values exceeding 0.50. Since the loading values for all observed variables surpass the critical threshold, it indicates that all variables possess good measurement validity.

Standard Factor Loadings and Construct Reliability Table

Observed Variables	***Standardized Loading Factor (SLF)***	***Construction Reliability***	***Average Variance Extracted***
My boss gives me tasks according to my job description.	0.692	0.944	0.529
My boss always appreciates my abilities and work.	0.696		
My boss rarely brings up my mistakes or failures in the past.	0.701		
My boss gives me the freedom to complete my work in my own way.	0.741		
My boss supports my efforts to try new methods to get the job done.	0.758		
The boss involves the team in every important decision making.	0.746		
The boss always puts the team's interests before personal interests.	0.723		
The boss is fair and treats all team members equally.	0.713		
A consistent superior attitude creates a comfortable working atmosphere.	0.688		
The superior gives appreciation for the achievements made by the team.	0.711		

The boss is able to convey opinions calmly without showing excessive emotion.	0.722		
The superior provides assistance evenly to all team members.	0.716		
The boss's attitude creates a stable and productive work atmosphere.	0.760		
The boss is easy to communicate with and accepts input well.	0.789		
The superior is consistent in supporting communication within the team.	0.745		
I feel that the salary/wage I receive from the company is satisfactory.	0.775	0.889	0.615
The working conditions in the company make me comfortable working.	0.798		
The promotional opportunities provided by the company motivate and increase my loyalty.	0.829		
The direction given by the supervisor on how to improve my performance helped me work more effectively.	0.764		
My coworkers help each other in working, which affects collaboration and teamwork results.	0.754		

I am not considering leaving my current job.	0.879	0.898	0.746
I have no plans to look for a new job anytime soon.	0.831		
I am not actively seeking employment with another company within the next year.	0.881		

The table above shows that the latent variables Toxic Leadership (X), Job Satisfaction (Z), and Turnover (Y) have construct reliability (CR) values equal to or greater than the critical threshold (CR ≥ 0.60) and average variance extracted (AVE) values equal to or greater than the critical limit (AVE ≥ 0.50). This indicates that all three latent constructs demonstrate good reliability.

5.6 Structural Model

This section deals with the evaluation of coefficients or parameters that indicate the causal relationship or influence of one latent variable on another latent variable. In summary, the results of the calculation of these coefficients are presented in the following table:

Image Standardized Coefficient Estimation Results

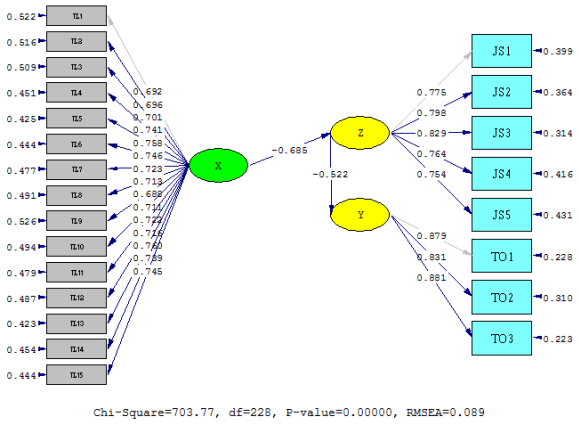
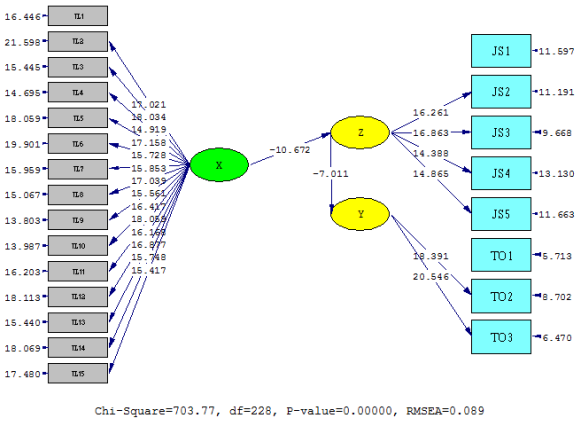


Table estimation Results t-values



The significance test criteria in SEM are determined by a critical value of 1.64 / -1.64. A t-value greater than or equal to this threshold (t-value ≥ 1.64 / -t-value > 1.64) signifies that the parameter is statistically significant. The following column displays the standardized regression coefficient estimates between latent variables. The R^2 column presents the determination coefficient values.

a. **The Influence of Toxic Leadership (X) on Job Satisfaction (Z)**

Statistical hypothesis for Hypothesis 1:

H0: *Toxic Leadership*(X) does not have a negative and significant effect on Job Satisfaction (Z)

H1: *Toxic Leadership*(X) has a negative and significant effect on Job Satisfaction (Z)

Based on the results above, the following are calculations using Lisler and the results are obtained in table 4.10.

Path Coefficient Table and t-count Toxic Leadership (X) -> Job Satisfaction (Z)

Influence	***Standardized Coefficient***	***T-value***	**t-table**	**Conclusion**
Toxic Leadership(X) -> Job Satisfaction (Z)	-0.685	-10,672	-1.64	Reject H0

Source: Data Processing (2024)

Based on the table, the path coefficient value of -0.685 indicates a negative relationship between Toxic Leadership (X) and Job Satisfaction (Z). This means that an increase in Toxic Leadership (X) behaviour will cause a decrease in Job Satisfaction (Z) and vice versa. This relationship is proven significant in a one-way test (1-tailed), where the t-count value of -10.672 is smaller than the -t table (-1.64). Therefore, the H1 hypothesis is accepted, which means that Toxic Leadership (X) has a negative and significant influence on Job Satisfaction (Z).

This result is in line with research conducted by Paltu and Brouwers (2020), who explain that Toxic Leadership has a negative relationship with job satisfaction and commitment and increases employee intentions to leave their jobs. Likewise, research by Mehta and Maheshwari (2014) shows that Toxic leadership can reduce employee job satisfaction and commitment to the organization. In addition, research by Ofei et al. (2023) explains that Toxic Leadership that occurs among nurse managers can increase employee turnover intentions, with job satisfaction mediating in this relationship. This study emphasizes that negative behaviour from leaders can have a significant impact on employees, especially on job satisfaction and intentions to leave. Overall, it explains that toxic leadership has a negative and significant impact on employee job satisfaction.

b. **The Influence of Job Satisfaction (Z) on Turnover (Y)**

Statistical hypothesis for Hypothesis 2:

H0: *Job Satisfaction*(Z) does not have a negative and significant effect on Turnover (Y)

H1: *Job Satisfaction*(Z) has a negative and significant effect on Turnover (Y)

Based on the results above, the following are calculations using Lisler and the results are obtained in table 4.11.

Path Coefficient Table and t-count Job Satisfaction (Z) -> Turnover (Y)

Influence	***Standardized Coefficient***	***T-value***	**t-table**	**Conclusion**
Job Satisfaction(Z) -> Turnover (Y)	-0.522	-7,011	-1.64	Reject H0

Source: Data Processing (2024)

Based on the table results, the path coefficient of -0.522 indicates a negative relationship between Job Satisfaction (Z) and Turnover (Y). Increasing job satisfaction will decrease the turnover rate and vice versa.

This relationship is proven significant in a one-way test (1-tailed), with a t-value of -7.011, smaller than the t-table (-1.64). Therefore, the H2 hypothesis is accepted, which confirms that Job Satisfaction (Z) has a negative and significant effect on Turnover (Y).

This result is in line with research Gebregziabher et al. (2020) showed a negative relationship between job satisfaction and turnover intention among nurses. Another study by Zhang et al. (2023) also found that high job satisfaction among workers can significantly reduce the intention to leave. From these findings, it can be concluded that good job satisfaction will reduce turnover intention, while low job satisfaction tends to increase employees' desire to leave their jobs.

c. **The Influence of Toxic Leadership (X) on Turnover (Y) through Job Satisfaction (Z)**

Statistical hypothesis for Hypothesis 3:

H0: *Toxic Leadership*(X) does not have a positive and significant effect on Turnover (Y) through Job Satisfaction (Z)

H1: *Toxic Leadership*(X) has a positive and significant influence on Turnover (Y) through Job Satisfaction (Z)

Based on the results above, the following are calculations using Lisler and the results are obtained in table 4.12.

Path Coefficient Table and t-count Toxic Leadership (X) -> Job Satisfaction (Z) -> Turnover (Y)

Influence	***Standardized Coefficient***	***T-value***	**t-table**	**Conclusion**
Toxic Leadership(X) -> Job Satisfaction (Z) -> Turnover (Y)	-0.685x(-0.522)= 0.358	6,549	1.64	Reject H0

Source: Data Processing (2024)

Based on the table, the path coefficient of 0.358 indicates that the relationship between Toxic Leadership (X) and Turnover (Y) through Job Satisfaction (Z) is positive and unidirectional. This means that increasing toxic leadership behaviour will increase the turnover rate through decreased job satisfaction and vice versa. This relationship is significant in a one-way test (1-tailed), with a t-count of 6.549, more significant than the t table (1.64). Thus, the H3 hypothesis is accepted, which indicates that Toxic Leadership (X) has a positive and significant effect on Turnover (Y) through Job Satisfaction (Z). The results of research from Ofei et al. (2023) explain that toxic leadership can have a significant impact on increasing turnover intention through decreased employee job satisfaction, and other research from Paltu and Brouwers (2020) shows that toxic leadership directly affects turnover intention with job satisfaction as its mediator.

5.7. Goodness of Fit Test

At this stage, testing is carried out to assess the extent to which the data fits the model that has been built. In Structural Equation Modeling (SEM), the assessment of the overall model fit cannot be done directly as in other multivariate analysis techniques. SEM does not have a statistical test to measure how well the model predicts the data. Therefore, researchers have developed various Goodness of Fit (GOF) indicators that can be used simultaneously or in combination. This evaluates model fit a topic that is often debated and controversial (Bollen & Long, 1993).

This study uses 16 Goodness of Fit criteria to ensure the model fits the data. The results of the structural model fit evaluation are presented in the following table..

Table Goodness of Fit Criteria Evaluation After Respecification

Goodness of Fit Size		**Match Rate Target**	**Estimation Results**	**Match Level**
1	Satorra-Bentler Scaled Chi-Square	*p-value*> 0.05	0.0000	*Bad fit*
2	RMSEA	RMSEA < 0.05	0.0894	*Bad fit*
3	ECVI	ECVI	3,064	*Good fit*

		ECVI Saturated	2.115	
		ECVI Independence	52,665	
4	AIC	AIC	799,773	*Good fit*
		AIC Saturated	552,000	
		AIC Independence	13745.695	
5	CAIC	CAIC	1019.054	*Good fit*
		CAIC Saturated	1812.863	
		CAIC Independence	13850.767	
6	NFI	NFI ≥ 0.90	0.949	*Good fit*
7	CFI	CFI ≥ 0.90	0.965	*Good fit*
8	NNFI	NNFI ≥ 0.90	0.961	*Good fit*
9	IFI	IFI ≥ 0.90	0.965	*Good fit*
10	RFI	RFI ≥ 0.90	0.943	*Good fit*
11	GFI	GFI ≥ 0.90	0.797	*Bad fit*
12	AGFI	AGFI ≥ 0.90	0.755	*Bad fit*
13	PGFI	PGFI ≥ 0.60	0.659	*Good fit*
14	PNFI	PNFI > 0.09	0.855	*Good fit*
15	RMR	*Standardized*RMR < 0.05	0.0688	*Moderate fit*
16	Critical N	CN ≥ 200	105,062	*Bad fit*

From the overall analysisThe model fit in the table above shows that there are 4 measures of Goodness of Fit that are not good, 1 measure of Goodness of Fit that is quite good, and 11 measures of Goodness of Fit that show good results. Thus, the overall model fit is good.

6. Conclusions and Recommendations

6.1. Conclusions

This study concludes that Toxic Leadership has a negative effect on Job Satisfaction, which then increases employee Turnover Intention. Job Satisfaction is also proven to mediate the relationship between toxic leadership and employee turnover intention.

6.2. Recommendation:

1. Reducing Toxic Leadership: Management needs to provide leadership training that focuses on ethics and empathy.
2. Increase Job Satisfaction: Create a positive work environment through performance appreciation and career development opportunities.
3. Reducing Turnover Intention: Conduct regular evaluations and policy improvements to increase employee loyalty.

7. Reference

1. Adelaide, M., Suryanto, T., & Putri, D. (2023). The effect of toxic leadership on turnover intention in the health sector. Journal of Management and Leadership, 11(2), 157-175.
2. Andriyani, R., Prasetyo, T., & Setiawan, A. (2021). The impact of toxic leadership on employee performance. Journal of Applied Psychology, 9(1), 33-45.
3. Central Bureau of Statistics. (2021). Results of the 2020 population census. Jakarta: BPS.
4. Central Bureau of Statistics. (2023). Indonesian employment statistics 2022. Jakarta: BPS.
5. Bakkal, I., Cinar, O., & Erkan, T. (2019). The impact of toxic leadership on organizational commitment and job performance. Journal of Business Studies Quarterly, 10(3), 45-58.
6. Chen, H., & Francesco, A. M. (2000). Employee demographics, organizational commitment, and turnover intentions in China: Do cultural differences matter? Human Relations, 53(6), 869-887.
7. Damayanti, I., & Wulansari, P. (2024). The Influence of Compensation and Non-Physical Work Environment on Employee Turnover Intention among Generation Z in Bandung City. International Research Journal of Economics and Management Studies IRJEMS, 3(1).

8. Deloitte Global. (2022). Gen Z and millennial survey 2022. Deloitte Insights.
9. Dobbs, J. (2014). Toxic leadership: An organizational perspective. Leadership Journal, 18(4), 321-334.
10. Duffy, M. K., Ganster, D. C., & Pagon, M. (2020). Social undermining in the workplace. Academy of Management Journal, 45(2), 331-351.
11. George, J. M., & Jones, G. R. (2002). Understanding and managing organizational behavior (4th ed.). Upper Saddle River, NJ: Prentice Hall.
12. Ghozali, I. (2018). Application of multivariate analysis with IBM SPSS 25 program. Semarang: Diponegoro University.
13. Harper, M., Brown, K., & Taylor, D. (2020). Exploring the dimensions of toxic leadership. Journal of Leadership Studies, 14(1), 29-43.
14. Hasibuan, MSP (2010). Human resource management. Jakarta: Bumi Aksara.
15. Harnoto. (2010). Human resource management: Theory and application. Yogyakarta: BPFE.
16. IDN Media. (2024). Indonesian Generation Z Report 2024. Jakarta: IDN Media.
17. Luthans, F. (2006). Organizational behavior. Yogyakarta: Andi Publisher.
18. Luthans, F. (2011). Organizational behavior: An evidence-based approach (12th ed.). McGraw-Hill.
19. McManan, R., & Nanni, A. (2004). Performance measurement systems. Jakarta: Gramedia.
20. Oliveira, J. L., & Najnudel, C. (2022). Abusive leadership and employee turnover intention: A case study. Journal of Organizational Behavior, 10(1), 98-110.
21. Ong, LM, Lee, KY, & Tan, YP (2018). Toxic leadership and employee well-being. Asian Journal of Business Research, 8(3), 67-79.
22. Prasetyo, D., Raharjo, S., & Putra, E. (2020). Toxic leadership and its impact on organizational culture. Journal of Management Science, 18(2), 112-129.
23. Robbins, S.P., Judge, T.A., & Campbell, T.T. (2008). Organizational behavior (11th ed.). Pearson.
24. Robbins, SP, & Judge, TA (2013). Organizational behavior. Jakarta: Salemba Empat.
25. Rukky, S. (2001). The influence of work culture on organizational performance. Jakarta: PT Gramedia Pustaka Utama.
26. Sukwandi, T., & Meliana, R. (2013). Turnover intention: The role of organizational commitment and job satisfaction. Journal of Economics and Business, 21(1), 45-58.
27. Supriadi, N. M., & Wulansari, P. The Relationship Between Transformational Leadership, Person-Organization Fit and Turnover Intention in Generation Z: A Conceptual Framework. International Research Journal of Economics and Management Studies IRJEMS, 3(6).
28. The Deloitte Global. (2022). 2022 Gen Z and Millennial Survey. Deloitte Insights.
29. Waskito, A., & Putri, L. (2021). The relationship between job satisfaction and turnover intention in private sector employees. Journal of Industrial Psychology, 15(3), 143-160.
30. Wulansari, N., Rahayu, P., & Pratama, I. (2023). Organizational behavior and its impact on employee performance. Journal of Economics and Management, 12(1), 78-95.
31. Xu, H., Li, J., & Garcia, R. (2018). Toxic leadership and turnover intention in the workplace. International Journal of Business Management, 13(6), 123-138.
32. Zhang, Y., Wang, J., Li, H., & Chen, X. (2023). The impact of job satisfaction on employee turnover intention: A meta-analysis. Journal of Organizational Behavior, 45(3), 210-225.