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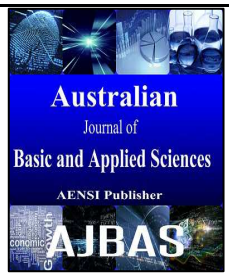

New Movement on the Influence of Leadership Styles with Employees Turnover Intention in Government Linked Companies

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ABSTRACT

Employees' turnover intention has always been a key concern faced by organizations regardless of their location, size or nature of business. Base on a review of the literature, the studies had identified a positive and negative relationship between leadership style and employees' turnover intention in various fields of industries**.** Therefore, the aim of this study to determine how leadership styles can influence employee's turnover intention. Moreover**,** this study proposed to conduct on staff in government linked companies by collecting data through questionnaire to the employees with used simple random sampling procedure.

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INTRODUCTION

In an organization, leaders play important role in helping the group, organization or company to achieve their goal in an organization or company. According to JK Hemphill and Coons AE (1983), regarding the definition of leadership is the behavior of an individual when he is directing the activities of a group towards a shared goal. Leadership is a process of influence the activities of an organized group in its task of goal setting and goal achievement. Leadership is the key enabler to all organizations to achieve their goals objectives (Bennis & Nanus, 1985). Effective leaders at all levels are measured by the leadership styles employed in improving employees performance and hence ensure organization's success (Bass, 1960).

In this regard, leadership is an important part in a process of satisfying and retaining employees. According to Frank and Taylor (2004), the most important element in retention is the leader. Ware (2008) states that turnover and retention issue would be affect deeply by leadership behavior since leaders have an opportunity to affect others. In the same line, Hedberg and Helenius (2007) state that leaders are the main influencer on employee decision to stay or leave.

In order to retain talent employees', organizations should first identify turnover reasons. Conducting this study on the influence of leadership style on intention to leave will provide insightful that will help leaders to know how leadership style influence intention to leave among employees in organization. The study will help identify specific style and behaviors the leader that support turnover among the employees. Throughout the study, the service in organization can utilize the information and devise leadership practices to excel their role within the organization. The researchers investigated the transformational and transactional leadership style to examine the influence on intention to leave. Therefore, the central objective of this study is to determine the relationship that could be said to exist between leadership style and the intention to leave in Malaysian Government-Linked Companies.

According to Muijs (2011), leadership has long been seen as a key factor in organizational effectiveness. There are numerous studies on the leadership and the researchers have concurred that leadership is the ability to influence the attitudes, intention to leave, abilities and beliefs of employees towards achievement of organizational goals (e.g., Bass, 1985; Burns, 1978; House, 1971; Kouzes & Posner, 2007; Stogdill, 1974). Although there is

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intense studies throughout the years, dramatic societal changes over the past two decades has shown the important of effective leadership more than ever (Kouzes & Posner, 2007; Yukl, 2006).

In addition, many studies have been done to identify the role that leadership plays in reducing the turnover rate among employees (Griffith, 2004; Hedberg *et al*., 2007; Avey, Hughes, Norman and Luthans, 2008). Besides that, many of conducted studies on leadership and turnover investigate the assumed effect on all employee not only talented ones. However, very few studies have examined the role of leadership practices and turnover intention. Therefore, this study aims to investigate the role of leadership practices in improving talented employee's loyalty and reduce their turnover intention. In addition, current study also aims to see whether the relationship between leadership practices and talented employee turnover intention.

Problem Statements:

Leadership style is an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization. Thus, Glantz (2002) emphasizes the need for a manager to find his leadership style.

According to Brown, Duncan, Harris, and Kelly (2003), talent turnover and retention issues are considered as the most important, difficult and challenging ones. According to a survey conducted in U.S. and UK, eight in ten human resource professionals felt their companies were really facing a real challenge retaining key talent, 60% of those leaders felt that their recruitment process and retention strategies were good enough in achieving this (Brown *et al*, 2003).

According to Alaister low (2013), one of his good friends left their position at a well-known technology company that many people would "kill" to work for. He asked him why he left, expecting an answer like "I needed more of a challenge", or "I outgrew the position and there was nowhere for me to grow", but instead he said "I couldn't work with my boss". As he said this his thought about all the people leaving their positions because they simply couldn't work with their manager. The work was stimulating, the team was great but their manager was unbearable to work with. In these situations, what seems to happen is companies lose good employees on a regular basis and all the managers sit around a conference table trying to address employee attrition, developing strategies for employee retention. Source form Florida State University The study revealed these results which is 39% their supervisor failed to keep promises, 37% their supervisor failed to give credit when due, 31% their supervisor gave them the "silent treatment" in the past year, 27% their supervisor made negative comments about them to other employees or managers, 24% their supervisor invaded their privacy and 23% their supervisor blames others to cover up mistakes or minimize embarrassment.

High employee turnover rate has increasingly been an issue of interest to both practitioners and academicians, not just in developed countries but also in the developing countries. Concerns over the issue have valid ground if one observes the reported statistics on turnover rates. In the United States for example, employee turnover has been seen as a national workplace crisis. The overall number of voluntary turnover are measure of workers' willingness or ability to change jobs was 2.1 million in April 2012, up from 1.8 million at the end of the recession in June 2009. In 2004, annual employee turnover rate in Malaysia was reported as approximately 16%. A more recent statistics based on the Hewitt Total Compensation Management Survey, the average employee turnover rate in Malaysia was 18% in 2007.

Furthermore, leadership style influence on intention to leave. As stated by Mosagerad (2003), different styles were needed for different situations and each leader needed to know when to exhibit particular approach. Not one leadership style is ideal for every situation, since a leader may have knowledge and skill to act effectively in one situation but may not emerge as effective in a different situation but may not as effectively in a different situation.

Research Objectives:

The aim of this study is to draw conclusions and to provide benchmark practices on how leadership styles could likely to affect staff turnover. To conduct the research on the influences of leadership styles to intention to leave is the purpose of the research. The specific objectives will be addressed.

1. To outline the relationship between qualities of the leaders that generally effects on staff turnover.
2. To determine the relationship between factors that affect staff intention to leave and understand the rationale for leaving employment.
3. To analyze the relationship between degree of influence of leadership styles on staff turnover.
4. To evaluate relationship between organizational practices on staff turnover.

Literature Review:

Concept of Leadership:

Leadership is one of the critical and important factors in enhancing an organizational performance (Riaz, 2010). Lambert (2003) suggests "that leadership is the cumulative process of learning through which we achieve the purposes of the school" (Norma Ghamrawi, 2013. p. 69). According to Kotter (1999), leadership is about setting a direction or developing a vision of the future together with the necessary strategies for producing the changes needed to achieve this

vision.

Bennis and Nanus (1985) explain that "Leadership is an influence relationship among leaders and followers to perform in such a way to reach a defined goal or goals" (Norma Ghamrawi, 2013. p. 69). Leadership therefore, is an important element for the success of an organization, regardless of its nature of activities, profit or charity orientated, private or government linked organizations.

According to Yukl (2006) defines leadership as the process influence others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives. Besides that, leadership is the process by which shared objectives can be achieved through facilitating individual and collective efforts, it is also a process of what and how things can be done effectively by influencing others. Peter Northouse (2010) defines leadership as a process whereby an individual influences a group of individual to achieve a common goal.

Leadership style:

Leadership style is defined as the pattern of behaviors that leaders display during their work with and through others (Hersey and Blanchard, 1993). Miller *et al*. (2002) view leadership style as the pattern of interactions between leaders and subordinates. According to Hersey *et al*. (2000), the term "leadership style" can be interpreted as leadership behavior with two obviously independent dimensions: task and interpersonal relationships.

According to Kavanaugh and Ninemeier (2001), there are three factors that determine the type of leadership style which is leaders' characteristics, subordinates' characteristics and the organization environment. More specifically, the personal background of leaders such as personality, knowledge, values, and experiences shapes their feelings about appropriate leadership that determine their specific leadership style. Employees also have different personalities, backgrounds, expectations and experiences, for example, employees who are more knowledgeable and experienced may work well under a democratic leadership style, while employees with different experiences and expectations require a autocratic leadership style. Some factors in the organization environment such as organizational climate, organization values, composition of work group and type of work can also influence leadership style. However, leaders can adapt their leadership style to the perceived preferences of their subordinates (Wood, 1994).

Transactional Leadership:

According to Burns (1978) transactional leadership occurs when "leaders approach followers with an eye to exchanging one thing for another such transactions comprise the bulk of the relationships among leaders and followers" (Norma Ghamrawi, 2013. p.70). Transactional leaders, through their transactions, make use of "model values such as honesty, trustworthiness, reliability, reciprocity, and accountability" (Norma Ghamrawi, 2013. p.70). It is built on reciprocity, the idea that the relationship between leader and their followers develops from the exchange of some reward, such as performance ratings, pay, recognition, and praise. Robbins defined the transactional leadership as "Leaders who lead primarily by using social exchanges for transactions" (Qayyum, 2012, p.259).

Transactional leadership is an exchange-based relationship where self-interest is dominant. Transactional leaders work within their organization's culture and follow existing rules, procedures, and operative norms (Bass & Avolio, 1993). Transactional leadership relies on the use of appropriate rewards to motivate followers (Pearce & Sims, 2002). Also it focuses and emphasizes on completion and accomplishing of allocated tasks on hand. This type of leader maintains and preserves harmony working relationships coupled with promises on rewards for satisfactory performance (Dessler & Starke, 2004).

Furthermore, this leadership focused on leader-follower exchanges in which followers or subordinates are expected to carry out his or her duty and perform according to the given instruction. Interpreted as a non-transactional kind of leadership style in which prompt decisions are not made with delay in action taken, coupled with ignoring of leadership responsibility and non-exercise of authority (Huberts, *et al*, 2007).

Transformational Leadership:

Transformational leadership is the ability to motivate and to encourage intellectual stimulation through inspiration (Avolio, 2004; Dvir, 2002). McColl-Kennedy, & Anderson (2005) further defined transformational leadership style as guidance through individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence. Transformational leaders fundamentally change the values, goals, and aspirations of followers who adopt the leader's values and, in the end, perform their work because it is consistent with their values and not because they expect to be rewarded (Kuhnert & Lewis, 1987; MacKenzie *et al*., 2001).

Transformational leadership is an appropriate leadership style for dealing with organizational change (Bass and Riggio, 2006; Eisenbach *et al*., 1999). Transformational leadership facilitates how followers cope with change (Callan, 1993) and bolsters followers' commitment, self-efficacy, and empowerment during change (Bommer *et al*., 2005). Transformational and transactional leadership styles are separate yet complementary (Bass, 1985). According to the augmentation effect theory,

transformational leadership is at the base of and adds to the effect of transactional leadership (Bass, 1999; Avolio, 1999).

Furthermore, the transformational leadership styles seem to enhance performance without increasing stressor load on the subordinates. Specifically, subordinates of leaders with higher levels of individualized consideration reported lower levels of dissatisfaction. According to studies that demonstrated reduced stress symptoms in subordinates in relation to transformational leadership (e.g., Seltzer *et al.*, 1989), this leadership style overall seems to be the most beneficial leadership style in terms of stress and productivity.

Yukl (1999) identified seven major weaknesses of transformational leadership. First is the ambiguity underlying its influences and processes. Secondly is the overemphasis of the theory on leadership processes at the dyadic level. Thirdly, the theoretical rationale for differentiating among the behaviors is not clearly explained. Fourth, identified omission of several transformational behavior from the original transformational leadership theory which empirical evidence has shown to be relevant. Fifth is the insufficient specification of situational variables in transformational leadership. Sixthly, the theory does not explicitly identify any situation where transformational leadership is detrimental. Lastly, like most leadership theories, transformational leadership theory assumes the heroic leadership stereotype.

Turnover Intention:

Turnover intention refers to those staff who are considering and thinking to quit their career (Firth *et al*., 2004). Staff could make their minds to quit their positions voluntarily (Wells and Peachey, 2011). Alternatively, they may leave their jobs involuntarily. By this, involuntary turnover is referred to the situation in which the organization asks staff to do that (Wells and Peachey, 2011). Voluntary turnover is usually dysfunctional and can be most detrimental to the organization. Staffs who leave the organization are those most talented and smartest employees within the group. Their valuable experiences, talent, skills and knowledge will leave with them and resulted in deteriorating efficiency (Watrous *et al*., 2006). Involuntary turnover is normally functional to the organization as it removes the low performing staff (Watrous *et al*., 2006).

Besides that, turnover intention also known as intention to leave. Intention to leave is a well-studied concept and scholars have explained it in various ways. Intention to leave is defined as the level to which a member contemplates leaving relationship with current community or employer (Kim, Price, Muller & Watson, 1996). It can be theorized as manifestation and predictor of real turnover (Cohen & Golan, 2007), according to the theory of planned behavior (Ajzen, 1991) behavioral intention generally is predictor of an actual action. Intention to leave refers to the 'conscious and deliberate willfulness of the employees to leave the organization' (Tett & Meyer, 1993) and it is individual own estimated subjective possibility or probability of moving the organization or profession in near future (Bigliardi, Petroni & Ivo Dormio, 2005). Intention to leave is reflected in the thoughts and consequently declarations by the members that they actually want to leave (Park & Kim, 2009).

The impact of turnover can be either positive or negative, or both for an organization. According to Carbery *et al*., (2003), from the perspective of the employer, turnover is viewed primarily as a negative phenomenon and from the view of employee, it is often viewed in a more positive way. For the employer, perhaps the most obvious positive organizational consequences are the potential replacement of a former employee with one who is better. In terms of negative impact, from a managerial perspective, it would seem apparent that the organizational consequences of turnover are closely associated with the additional cost of recruitment and training and potentially lower profitability. According to Mobley (1982), the most frequently studied organizational influence of turnover is monetary cost.

Contrarily, a positive impact could be seen for an employee who quits a job being or feeling motivated by expectations of greater net positive consequences in a new post (Mobley, 1982). This may be in the form of higher rates of pay or career development. However, the negative consequences of turnover also exists for employees who misjudge the organizations that they are about to join. Unrealistic expectations of the new organization, for example, about better benefits or working conditions may lead to a negative impact. Other possible negative consequences may involve loss of seniority, co-workers or boss (Mobley, 1982). There are the costs such as financial, social and psychological of moving to a new post that have to be borne regardless of any increase in salary or seniority.

Relationship between Transformational/ Transactional Leadership and Employees' Turnover Intention

The relationship between transformational and transactional leadership and turnover intention has been explored by a number of researchers. Their studies have generally shown that transformational leadership is the key factor in reducing and mitigating turnover intentions. In the studies undertaken by Martin and Epitropaki (2001) *in* Wan Khairuzzaman (2012, p.76), "it was found that transformational leadership was contrary related to turnover intentions among employees for several

commercial and profit- oriented based businesses". In another study carried by Bycio *et al*. (1995) in the nursing profession, it was found that higher degrees of transformational leadership were associated with lower intention to leave. This supports the outcome of the earlier study by Bass.

Wells's (2010) study further explained on why transactional leadership behavior was related to reduce voluntary organizational turnover intentions by quoting justice theory of Cobb *et al*. (2010). Another study conducted by Sellgren (2007) on exploring the relationship between leadership behavior of managers and staff turnover has revealed a weak correlation between leadership behavior and staff turnover.

Transformational leadership negatively related to turnover intentions for highly promotion-focused followers, but not for those low in promotion focus transactional leadership negatively related to turnover intentions for highly prevention-focused followers, but not for those low in prevention focus. Thus, these studies adds to the literature on leader-follower fit by providing support for the role of leader-follower regulatory fit in shaping turnover intentions, and by incorporating fitting styles for both promotion-and prevention-focused followers (Whitford & Moss, 2009).

Methodology:

Based on the research purpose, framework and hypothesis, this study seems to be a quantitative study that has adopted a survey type measurement of leadership styles. According to Aliaga and Gunderson (2002), quantitative research is explaining phenomena by collecting numerical data that are analyzed using mathematically based methods in particular statistics. The survey method using a structured leadership questionnaire has been was utilized to obtain primary data used to measure transactional and transformational from the participants. We using Statistical Package for the Social Sciences (SPSS) to analyzed data and the findings and conclusion of the study will depend on SPSS.

Conclusion:

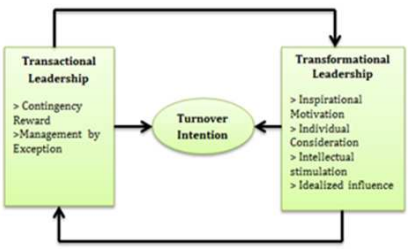

Diagram 1:

Research framework:

Diagram 1 show the purpose of this research study is to explore the relationships among leadership styles which are transactional leadership and transformational leadership that give influence to their employee turnover intention in the organization. The reviewed literature confirmed that leadership styles have significant influence on the employee turnover intention in the organization.

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