



The Impact Of Transformational Leadership Style On Subordinates` Turnover Intention In Private High Schools Of District Swat

DR. NAZIM ALI Department of Commerce and Management Sciences, University of Malakand

ATIATULLAH Department of Commerce and Management Sciences, University of Malakand

DR. SHABIR AHMAD Department of Commerce and Management Sciences, University of Malakand

Abstract

This study purpose was to investigate impact of leader`s transformational leadership style practice on turnover intention in private secondary schools of district Swat (Pakistan).

Population of the study was private secondary schools` teachers of district Swat. Sample of three hundred and thirty-one teachers was collected from twenty-eight big schools of the district. Convenience sampling method was applied for data collection and Questionnaire was used as tool of data collection in the present study. Instrument used for data collection were Multifactor Leadership questionnaire (MLQ) and Turnover Intention Scale (TIS). Pearson correlation method was employed to find correlation among variables. Multiple regression method was used to find out which dimension(s) explain better participants` turnover intention.

Study`s results revealed significant negative correlation between transformational leadership`s dimensions and turnover intention among participants of the study. Transformational leadership as a composite variable has significant negative relationship with turnover intention. In light of structural model`s results, transformational leadership`s dimensions intellectual stimulation and inspirational motivation were best predictors of participants` turnover intention. Other two dimensions idealized influence and individual consideration relationship was insignificant with participants` turnover intention.

Transformational leadership`s dimensions has strong influence on turnover intention. Therefore, private schools of the respective district should introduce transformational leadership style in their organizations to cope with employees` turnover issues.

Keywords: Transformational leadership, turnover intention, Private educational sector

1. Introduction

Retention of quality workforce has become a challenge for organizations in present competitive world. Organizations irrespective of business's type, tries their best to retain quality workforce. Quality employees play key role in organizational business and when they leave the organization, then organization could hardly complete their business transitions effectively (Alatawi, 2017). Due to its indispensable role in organization smooth functioning, prosperity, and competitive advantage on other organizations (Pieterse-Landman, 2012), "people component", and especially its attraction and retention (Bagram, 2003) has become best predictor of organizational success (Kahumuza & Schlechter, 2008). Therefore, Employees' retention has become a challenging concern for organization in today's changing environment (Adekanbi, 2016), and organizations need to find out ways that not only boost their business but also prevent their quality employees from quitting.

Turnover is one among the unending problems faced by organization (O'Connell & Kung, 2007). Employees' turnover is a continuous and complicated problem that affects organizational performance, stability, and productivity (Alatawi, 2017). Turnover intention generally shows a worker intention of moving from current organization to another in near future (Nadiri & Tanova, 2010). According to Engelbrecht and Samuel (2019), turnover intention refers to the deliberate thinking process in which an employee evaluates his/her present job whether to continue or not. Employees' turnover could be classified into two types i.e. voluntary and involuntary (Sulamuthu & Yusof, 2018). In voluntary turnover the employee leaves the organization willingly while in involuntary turnover the organization terminate the employee without considering his/her will (Dess & Shaw, 2001).

Employees' turnover consequences are multidimensional. These include, loss of competent employees, and organizational memory which replacement is difficult (Engelbrecht & Samuel, 2019). Employees' turnover costs organization in form of direct as well as indirect costs. Direct or administrative costs refers expenses made on recruitment, selection, induction, and training of new employees. Indirect costs include low morale of the employees, errors committed by employees due to work overload, inferior service provision, reduced performance, and low production (O'Connell & Kung, 2007). When employees quit an organization, organization has to bear administrative costs as well as compensation costs (Berrios-Ortiz, 2012). Organizations require repetition of the process necessary for selection of new employees and also need to equip new appointees with proper training and guidelines. Thus, employees' turnover not only disturbs smooth running of the organization but also bring increase in organizational expenses.

Leadership styles have received much attention of the researchers in mitigating employees' turnover intention (Asrar-ul-Haq & Kuchinke, 2016). Having particular leadership skills and capabilities, leaders could implement a leadership style in effective manner to get organizational goals done (Kelloway, Turner, Barling, & Loughlin, 2012). A number of studies justified positive response of followers to the leader when the latter demonstrated the behaviors expected by the formers (Harris & Ogbonna, 2001; Jaramillo, Grisaffe,

Chonko, & Roberts, 2009; Jaramillo, Mulki, & Solomon, 2006; Rafferty & Griffin, 2004). Among leadership styles, transformational leadership is employees-oriented as compared to other leadership styles. In transformational leadership, the leader considers followers' views and suggestions in decision making while transaction leadership style works on give and take principal and laissez-faire is a passive style of leadership. Transformational leaders have the essence to decrease subordinates' turnover intention as they have the ability to build emotional connection with them and this connection compel them to stay with the organization. About transformational leadership effects on followers Hughes, Avey, and Nixon (2010) assert, in transformational leadership followers performed beyond expectations as they have constructive attitudes regarding their leader.

Transformational leadership could be best defined as a leadership style where leader has strong effects on subordinates and subordinates feel trust in their leader and show respect, loyalty for him and are motivated beyond expectations (Bass & Avolio, 1990; Vinger & Cilliers, 2006). In transformational leadership, leader lays down a vision, avail supportive climate for followers, listen followers' concern, act like a coach, give recognition to followers' achievements, and delegate some decision making power to them for their betterment (Avolio, 2010). In other words, transformational leaders work in such a way that motivates subordinates for collective goal attainment with great enthusiasm. Transformational leadership has four components or dimensions. These are intellectual stimulation, individual consideration, idealized influence, and inspirational motivation. In idealized influence, the leader works like role model for subordinates and stresses on collective benefits rather than individual ones (Bono & Judge, 2004). Transformational leaders develop an active culture through followers' intellectual stimulation and enable them to think about a problems solution in multiple ways (Bass, 1985; Tims, Bakker, & Xanthopoulou, 2011). In individual consideration dimension, transformational leader deals with followers individually according to their needs (Judge & Bono, 2000), and this dimension focuses on the development of the followers. In inspirational motivation, leader communicates a vision about future opportunities with followers and aligns organization and its member goals in such a way that benefits both organization as well as members (Wojtara-Perry, 2016). In this dimension, leaders show optimism about future and induce the essence of optimism in followers (Dubinsky, Yammarino, & Jolson, 1995).

Private educational sector plays crucial role in Pakistan's economy and goes side by side with government sector in development of the country. At every level of education i.e. form basic education to post graduate education, private sector share is expending gradually. Private educational sector of Pakistan, like other service sectors also confronts employees' turnover problems because there is tough completion among institutes for good faculty (Khan & Qadir, 2016; Usman & Jangraiz, 2015). The problem of staff's turnover is due to increase in the number of private educational institutes that created tough competition among private institutes for qualified staff retention (Khan & Qadir, 2016). Staff's turnover is a key problem to Pakistan's private secondary schools and it is a big challenge for schools' administration to have competent and experience staff (Shah,

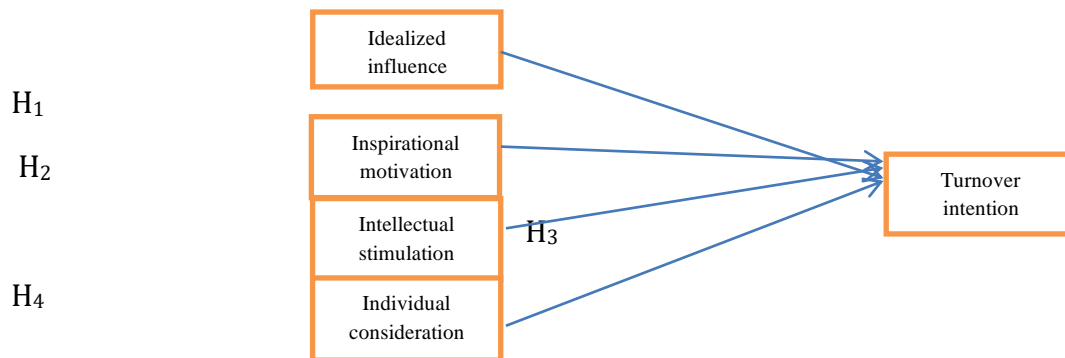
Ahmad, Jumani, & Tariq, 2017). Literature has solid proof of transformational leadership's positive effects on subordinates' behaviors regarding their intention to quit. Therefore, in this study it is believed that transformational leadership style's practice by school's principal could create possibility of retaining quality staff. A number of studies looked at the possibilities of decreasing staff's turnover intention in private secondary schools of Pakistan. In light of previous literature, there could hardly be a study that modeled such relationship between these two variables (transformational leadership, turnover intention) in private high schools of Pakistan.

1.1. Objectives of the study

The present study has the following objectives.

1. To identify the relationship between idealized influence and turnover intention among private high schools' teachers of district Swat.
2. To identify the relationship between inspirational motivation and turnover intention among private high schools' teachers of district Swat.
3. To identify the relationship between intellectual stimulation and turnover intention among private high schools' teachers of district Swat.
4. To identify the relationship between individual consideration and turnover intention among private high schools' teachers of district Swat.

1.2. Research Model and hypotheses



H₁: Idealized influence has significant negative relationship with turnover intention among private high schools' teacher of district Swat.

H₂: Inspirational Motivation has significant negative relationship with turnover intention among private high schools' teacher of district Swat.

H₃: Intellectual stimulation has significant negative relationship with turnover intention among private high schools' teacher of district Swat.

H₄: Individual consideration has significant negative relationship with turnover intention among private high schools' teacher of district Swat.

2. Methodology

2.1. Participants and procedures for data collection

Population of the study was private high schools' teacher of district Swat. Participant of the study were 331 teachers from 28 big schools of respective district. Among participants 67.7 % were male while 32.3 percent were female teachers. Approximately 28 % of the participants were single while 82 % were married. Their age ranged from 20 years to 50 years and above. Mean age of the participants was approximately 31 years with standard deviation 1.28. Educational level of the participants ranged from less than bachelor to MS/MPhil. Approximately 51 percent of the participant had Master degree. Their teaching experience ranged from less than one year to 21 years and above. Mean teaching experience of the participants was 7.26 years with standard deviation 2.68. Their salaries ranged from 10 thousands to 50 thousands and above. Mean salary of the participant was approximately 32 thousands with standard deviation 6.3.

For the purpose of data collection the target schools were visited personally by the researcher. Before distributing the questionnaires, the purpose of the study was explained to the participants. Questionnaires were given only to those participants who showed will in filling the questionnaires. Participants had to return the questionnaire within one week after receiving the questionnaire. To collect back the questionnaires, the schools were visited again by researcher after due time lapse. Convenience sampling method was adopted for data collection in the present study. Total 400 questionnaires were distributed among participants and 331 questionnaires were returned by the participants. Response rate for the study was 82.75.

2.2. Instruments

Following instruments were used to identify transformational leadership's dimensions influence on participants' turnover intention.

2.2.1. Multifactor Leadership Questionnaire (MLQ-6) and Turnover Intention Scale (TIS-6)

To ascertain participants turnover intention relationship with their principal transformational leadership behaviors, MLQ and TIS developed by Avolio and Bass (1990) and Roodt (2004) respectively were used. Twelve out of twenty-one items of MLQ were selected for the present study related to four dimensions of transformational leadership selected for the study. Scales items rated from 1= strongly agree to 7=strongly disagree. Cronbach's alpha coefficient for MLQ was .89 in the present study. Four out of six items of TIS scale were selected for the study. One item of TIS was reverse coded. Its values were transformed in the same variable in SPSS i.e. when a participant weighted an item 1, he/she has to earn 5 and vice versa. TIS items rated from 1= never to 5= always. Cronbach's alpha coefficient for TIS was .84.

2.3. Data analysis

In first step of data analysis, demographic information of the respondent was analyzed. For demographic information analysis statistical techniques such as average, percentage and standard deviation were used. In second step of data analysis various operations were performed to find out influence of transformational leadership's dimension on turnover intention. To analyze research variables, first items of each variable were aggregated. For this purpose compute variable technique was used in SPSS. After aggregating each dimension of research variables, correlation among transformational leadership's dimension and turnover intention was calculated through Pearson correlation technique. Then operations for model fit were performed to see whether the model fit the data well or not. Goodness of fit indices such as GFI, CFI, NFI and badness of fit indices SRMR and RMSEA were judged for significance. After model fit (indicators showed that the data was well fitted by models), structural model of the study was developed. To identify which dimension(s) explains better participants' turnover intention, estimates of the variables were checked for significance. For data analysis both SPSS and AMOS software were used in the present study.

3. Results

3.1. Correlation between transformational leadership's dimensions and turnover intention.

Following table shows correlation between dimensions of transformational leadership and turnover intention among participants of the study.

Correlations^b

		Idealized Influence	Inspirational Motivation	Intellectual Stimulation	Individual Consideration	Turnover Intention
Idealized Influence	Pearson Correlation	1	.655**	.701**	.709**	-.370**
Inspirational Motivation	Pearson Correlation	.655**	1	.719**	.606**	-.510**
Intellectual Stimulation	Pearson Correlation	.701**	.719**	1	.630**	-.507**
Individual Consideration	Pearson Correlation	.709**	.606**	.630**	1	-.364**
Turnover Intention	Pearson Correlation	-.370**	-.510**	-.507**	-.364**	1

** . Correlation is significant at the 0.01 level (2-tailed).

b. Listwise N=331

Transformational leadership's dimensions had significant positive correlation with each other. Regarding relationship between idealized influence and turnover intention, there was significant negative relationship with $r = -.370$, $p < 0.01$. Inspirational motivation had significant negative relationship with turnover intention with $r = -.510$, $p < 0.01$. There was significant negative relationship between intellectual stimulation and turnover intention with $r = -.507$, $p < 0.01$. Individual consideration also had significant negative relationship with turnover intention with $r = -.364$, $p < 0.01$.

3.2. Measurement Model

To see, whether study variables transformational leadership and turnover intention are presented well or not by its indicators. Separate model were developed for both variables. Examination of the indices showed that both model were well presented by its indicators. For transformational leadership: χ^2 (48, N=331) = 183.355, $p < 0.001$; GFI= .919; CFI = .932; NFI= .910; RMSEA= .046; and SRMR= .043. For turnover intention: χ^2 (2, N=331) = 5.222, $p < 0.050$; GFI= .953; CFI = .994; NFI= .990; RMSEA= .034; and SRMR= .017.

3.3. Structural model of the study

Structural model fitted the data well having chi-square (χ^2) value (100, N=331) = 573.953, $p < 0.001$; GFI= .823; CFI = .820; NFI= .848; RMSEA= .021; and SRMR= .031. From structural model, correlation among transformational leadership dimensions' items as well as among dimensions can easily explained. Relationship between turnover intention and transformational leadership's dimensions can also be explained easily. In light of structural model inspirational motivation and intellectual stimulation were best predictors of participants' turnover intention with ($\beta = -.41$, $p < .001$) and ($\beta = -.39$, $p < .001$) respectively. Relationship between idealized influence and participants' turnover intention was insignificant with $\beta = .05$, $p = .405$ which was greater than .05. Relationship between individual consideration and participants turnover intention was also insignificant with $\beta = -.01$, $p = .869$ which was greater than .05.

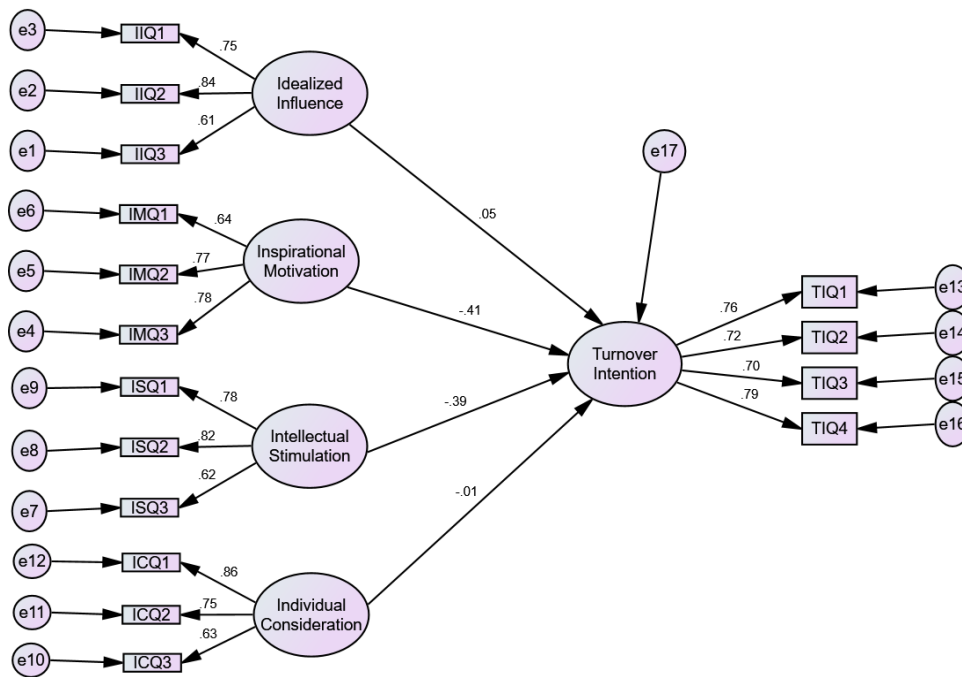


Figure 1. Structural Model of the study

4. Discussion

Purpose of this study was to investigate transformational leadership's dimensions influence on turnover intention and particularly which dimension (s) of transformational leadership explain turnover intention better. Study results revealed that transformational leadership's dimensions (idealized influence, intellectual stimulation, inspirational motivation, and individual consideration) had significant influence on participants' turnover intention. Among transformational leadership's dimensions, inspirational motivation and intellectual stimulation were best predictors of participants' turnover intention. In light of literature, previous studies conducted on the relationship of transformational leadership and turnover intention, a pool of studies considered transformational leadership as a whole construct in relation to turnover intention (Long, Thean, Ismail, & Jusoh, 2012; Maaitah, 2018; Naseer, Perveen, Afzal, Waqas, & Gillani, 2017; Siew, 2017; Sulamuthu & Yusof, 2018). A number of studies considered other variables as moderator or mediator between transformational leadership and turnover intention (Aldarmaki & Kasim, 2019; Dimaculangan & Aguilin, 2012; Gyensare, Anku-Tsede, Sanda, & Okpoti, 2016; Lim, Loo, & Lee, 2017; Mittal, 2016; Pieterse-Landman, 2012; Razzaq, Khalid, & Haroon, 2019; Wang & Hu, 2017). Numerous studies found significant negative relationship between Transformational leadership and turnover intention considering transformational leadership as a composite construct in relationship with turnover intention (Abbas, 2017; Aldarmaki & Kasim, 2019; Dimaculangan & Aguilin, 2012; Lacap,

2019; Maaitah, 2018; Naseer, Perveen, Afzal, Waqas, & Gillani, 2017; Razzaq, Khalid, & Haroon, 2019; Siew, 2017; Wang, Tao, Bowers, Brown, & Zhang, 2018).

Regarding relationship between transformational leadership's dimensions and turnover intention. It is of high value to identify which dimension (s) of transformational leadership has strong effect on turnover intention, because it will explore more ways for reducing turnover intention. Literature present on the relationship between transformational leadership's dimensions and turnover intention is relatively small. A large scale studies are needed to provide empirical proof about these variables relationship. Discussing present study's results, all the proposed hypotheses for the study were accepted. Idealized influence had significant negative relationship with participants' turnover intention. This result of the study was in line with previous studies' results conducted on the relationship of these two variables (Chandran, 2017; Khalid, 2019; Sow, Ntamon, & Osuoha, 2016). Inspirational motivation was significant negatively related to participant's turnover intention. This result was consistent with previous studies conducted by Chandran (2017); Sow, Ntamon, and Osuoha (2016) and Khalid (2019). Intellectual stimulation had significant negative relationship with turnover intention of the participants. This result of the study was supported the previous results present on the relationship of these two variables (Chandran, 2017; Khalid, 2019; Sow, Ntamon, & Osuoha, 2016). Individual consideration also had significant negative relationship with participants' turnover intention. This result of the study was also replication of the previous results concerning these two variables relationship (Chandran, 2017; Khalid, 2019; Sow, Ntamon, & Osuoha, 2016).

Discussing practical implication of the study, practice of transformational leadership style by schools' principal has strong effect on staff's turnover intention. Participants of the study showed more inclination towards inspirational motivation and intellectual stimulation as compared to idealized influence and individual consideration. Therefore, private secondary schools' management should introduce staff friendly environment in their schools where teaching staff could participate in decision making process. In this way they will have the opportunity to express their views regarding a problem and it will induce a spirit of creativity and rational thinking in them, and resultantly will increase their will to stay with the organization. Furthermore, school's principal should demonstrate in such a way that inspire schools' staff for better performance. He/ she could communicate the needed changes with staff in cooperative way and inform them about the values of these changes. Staff will accept the suggested changes willingly and will complete the task wholeheartedly. Present study's results could also be implemented in other service organizations where staff turnover problems are faced by organizational management.

Present study has some limitations and it needs to be discussed. First, the study was cross-sectional and the data was collected at one point of time. With passage of time human mood may be changed and human mood has strong influence on their response. Second, convenience sampling method was adopted for the study and perhaps it not presented the population well. Third, population of the study was limitonly to one district (Swat) of

Khyber Pakhtunkhwa (Pakistan). Therefore, results of the study could be only generalized to the respective district.

In future, the relationship looked at in this study should be considered in other service sectors to enlarge the literature regarding relationship among these variables. If the next studies given the same results, it will add to the empirical proof about these variables relationship. If some contradiction found in the results, it will pave way for further deep consideration of the research phenomenon. A longitudinal study could be of high value. It will provide better understanding of the problem with respect to variation in time. Considering a large population for the study i.e. taking the whole province as population or taking samples from the whole country will provide understanding of the problem at national level. Random sampling method for data collection would also be of high value as it will give best presentation to the population. Last, conducting cross-national study would be more valuable. It will provide insights about the problem at international level because cultural gap has strong influence on a phenomenon.

References

- Abbas, G. (2017). Impacts of leadership styles on personal and job outcomes among teaching faculty of public sector universities. International Islamic University Islamabad, Pakistan.
- Adekanbi, A. (2016). An Investigation into the Impact of Leadership Styles on Employee Retention: Identifying which Leadership Style best encourages Employee Retention in the Nigerian Banking Sector: A Case study of Zenith Bank Plc., Nigeria. Dublin, National College of Ireland,
- Alatawi, M. A. (2017). Can transformational managers control turnover intention? SA Journal of Human Resource Management, 15(1), 1-6.
- Aldarmaki, O., & Kasim, N. (2019). Leadership Style and Turnover Intention: The Moderating Role of Supervisor Trust. International Journal of Recent Technology and Engineering (IJRTE) 8(2S2), 310-315.
- Asrar-ul-Haq, M., & Kuchinke, K. P. (2016). Impact of leadership styles on employees' attitude towards their leader and performance: Empirical evidence from Pakistani banks. Future Business Journal, 2(1), 54-64.
- Avolio, B. J. (2010). Full range leadership development: Sage Publications.
- Avolio, B. J., & Bass, B. M. (1990). Developing transformational leadership: 1992 and beyond. Journal of European industrial training.
- Bagram, J. J. (2003). The nature and measurement of multiple commitment foci amongst South African knowledge workers. Management Dynamics: Journal of the Southern African Institute for Management Scientists, 12(2), 13-23.
- Bass, B. M. (1985). Leadership: Good, better, best. Organizational dynamics, 13(3), 26-40.
- Bass, B. M., & Avolio, B. J. (1990). Developing transformational leadership: 1992 and beyond. Journal of European industrial training.
- Berrios-Ortiz, E. J. (2012). Employee Job Embeddedness: A Quantitative Study of Information Technology Personnel in the Workplace: ERIC.

- Bono, J. E., & Judge, T. A. (2004). Personality and transformational and transactional leadership: a meta-analysis. *Journal of applied psychology*, 89(5), 901.
- Chandran, K. D. (2017). Transformational and Transactional leadership style preference and its influence on turnover intention. (Master of Human Resource Development). University Teknologi Malaysia,
- Dess, G. G., & Shaw, J. D. (2001). Voluntary turnover, social capital, and organizational performance. *Academy of management review*, 26(3), 446-456.
- Dimaculangan, E. D., & Aguiling, H. M. (2012). The effects of transformational leadership on salesperson's turnover intention. *International Journal of Business and Social Science*, 3(19).
- Dubinsky, A. J., Yammarino, F. J., & Jolson, M. A. (1995). An examination of linkages between personal characteristics and dimensions of transformational leadership. *Journal of Business and Psychology*, 9(3), 315-335.
- Engelbrecht, A., & Samuel, O. M. (2019). The effect of transformational leadership on intention to quit through perceived organisational support, organisational justice and trust. *South African Journal of Economic and Management Sciences*, 22(1), 1-8.
- Gyensare, M., Anku-Tsede, O., Sanda, M., & Okpoti, C. (2016). Transformational leadership and employee turnover intention: The mediating role of affective commitment. *World Journal of Entrepreneurship, Management and Sustainable Development*, 12. doi:10.1108/WJEMSD-02-2016-0008
- Harris, L. C., & Ogbonna, E. (2001). Leadership style and market orientation: an empirical study. *European journal of marketing*.
- Hughes, L. W., Avey, J. B., & Nixon, D. R. (2010). Relationships between leadership and followers' quitting intentions and job search behaviors. *Journal of Leadership & Organizational Studies*, 17(4), 351-362.
- Jaramillo, F., Grisaffe, D. B., Chonko, L. B., & Roberts, J. A. (2009). Examining the impact of servant leadership on salesperson's turnover intention. *Journal of Personal Selling & Sales Management*, 29(4), 351-365.
- Jaramillo, F., Mulki, J. P., & Solomon, P. (2006). The role of ethical climate on salesperson's role stress, job attitudes, turnover intention, and job performance. *Journal of Personal Selling & Sales Management*, 26(3), 271-282.
- Judge, T. A., & Bono, J. E. (2000). Five-factor model of personality and transformational leadership. *Journal of applied psychology*, 85(5), 751.
- Kahumuza, J., & Schlechter, A. F. (2008). Examining the direct and some mediated relationships between perceived support and intention to quit. *Management Dynamics: Journal of the Southern African Institute for Management Scientists*, 17(3), 2-19.
- Kelloway, E. K., Turner, N., Barling, J., & Loughlin, C. (2012). Transformational leadership and employee psychological well-being: the mediating role of employee trust in leadership. *Work and Stress*, 26(1), 39-55.
- Khalid, S. (2019). Impact of Transformational Leadership on Employee Turnover Intention with the Mediating Role of Organizational Commitment and Moderating Role of Job Embeddedness (Master of Science). Capital University of Science and Technology, Islamabad. Pakistan,

- Khan, R. A., & Qadir, M. I. (2016). Determinants of teachers' turnover intention in Bahria schools and collages at Karachi.
- Lacap, J. P. (2019). The Mediating Effect of Employee Engagement on the Relationship of Transformational Leadership and Intention to Quit: Evidence from Local Colleges in Pampanga, Philippines. *Asia-Pacific Social Sciences Review*, 19(1), 33-48.
- Lim, A., Loo, J., & Lee, P. (2017). The impact of leadership on turnover intention: The mediating role of organizational commitment and job satisfaction. *Journal of Applied Structural Equation Modeling*, 1(1), 27-41.
- Long, C. S., Thean, L. Y., Ismail, W. K. W., & Jusoh, A. (2012). Leadership styles and employees' turnover intention: Exploratory study of academic staff in a Malaysian College. *World Applied Sciences Journal*, 19(4), 575-581.
- Maaitah, A. M. (2018). The Role of Leadership Style on Turnover Intention. *International Review of Management and Marketing*, 8(5), 24.
- Mittal, S. (2016). Effects of transformational leadership on turnover intentions in IT SMEs. *International Journal of Manpower*.
- Nadiri, H., & Tanova, C. (2010). An investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behavior in hospitality industry. *International journal of hospitality management*, 29(1), 33-41.
- Naseer, A., Perveen, K., Afzal, M., Waqas, A., & Gillani, S. A. (2017). The impact of leadership styles on staff nurses' turnover intentions. *IJARBS*, 7(12), 665-673.
- O'Connell, M., & Kung, M.-C. (2007). The Cost of Employee Turnover. *Industrial Management*, 49(1).
- Pieterse-Landman, E. (2012). The relationship between transformational leadership, employee engagement, job characteristics and intention to quit. Stellenbosch: Stellenbosch University,
- Rafferty, A. E., & Griffin, M. A. (2004). Dimensions of transformational leadership: Conceptual and empirical extensions. *The leadership quarterly*, 15(3), 329-354.
- Razzaq, A. A., Khalid, R., & Haroon, A. (2019). Leadership Styles and Turnover Intentions of Public Sector Employees of Lahore (Pakistan): The Mediating Effect of Affective Commitment. *American Institute of Science*, 5(2), 44-54.
- Roodt, G. (2004). "Turnover intentions". Unpublished document. Johannesburg: University of Johannesburg.
- Shah, N. H., Ahmad, F., Jumani, N. B., & Tariq, M. A. (2017). Influence of Organizational Commitment on Turnover Intention of Private Secondary School Teachers *Journal of Applied Environmental and Biological Sciences*, 7(3), 244-251.
- Siew, K. (2017). Analysis of the relationship between leadership styles and turnover intention within small medium enterprise in Malaysia. *Journal of Arts & Social Sciences*, 1(1), 1-11.
- Sow, M., Ntamon, A., & Osuoha, R. (2016). Relationship between transformational leadership and employee retention among healthcare professionals in the United States. *Business and Economic Research*, 6(2), 235-254.
- Sulamuthu, G. A., & Yusof, H. M. (2018). Leadership Style and Employee Turnover Intention. Paper presented at the Proceedings of the International Conference on Industrial Engineering and Operations Management.

- Tims, M., Bakker, A. B., & Xanthopoulou, D. (2011). Do transformational leaders enhance their followers' daily work engagement? *The leadership quarterly*, 22(1), 121-131.
- Usman, S., & Jangraiz, K. (2015). An analysis of the factors affecting turnover intentions: Evidence from private sector Universities of Peshawar. *Journal of Social and Administrative Sciences*, 2(3), 144-152.
- Vinger, G., & Cilliers, F. (2006). Effective transformational leadership behaviours for managing change. *SA Journal of Human Resource Management*, 4(2), 1-9.
- Wang, L., Tao, H., Bowers, B. J., Brown, R., & Zhang, Y. (2018). When nurse emotional intelligence matters: How transformational leadership influences intent to stay. *Journal of nursing management*, 26(4), 358-365.
- Wang, Y., & Hu, T. (2017). Transformational leadership behavior and turnover intention in china physical education. *Eurasia Journal of Mathematics, Science and Technology Education*, 13(9), 6357-6368.
- Wojtara-Perry, S. (2016). The impact of transformational leadership style on the success of global virtual teams.