



The Impact of Leadership Styles on Turnover Intentions Directly and through Organizational Citizenship Behavior: Small and Medium Enterprises in Pakistan

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Abstract- In today's ever-changing environment, the role of small and medium enterprises (SMEs) is crucial for any economy to survive and prosper. In Pakistan, SMEs contribute more than 30% in the economy. The role of effective leaders is vital for any organization. The aim of this paper was to investigate the role of transformational and transactional leadership in shaping the turnover intentions of the employees directly and indirectly through organizational citizenship behavior (OCB). The novelty of this study lies in investigating OCB in its two dimensions, i.e., OCB directed towards the individual (OCBI) and OCB directed towards the organization (OCBO), and along with two leadership styles to study its role in reducing the turnover intentions, especially in SME sector in Pakistan. This study filled the gap in the literature by examining the OCB in its two dimensions, which previously have not been investigated in the SME sector in Pakistan. Six hundred and fifty questionnaires were distributed, and the data were collected from middle-level managers working in SMEs. To test the hypotheses, this study applied the structural equation modelling (SEM) technique using AMOS software. Results of this study showed a negative effect of transformational as well as transactional leadership on turnover intentions; interestingly, OCB directed at individuals did not mediate the relationship of transformational as well as transactional leadership with turnover intentions while OCB directed at organization mediated these relationships. These findings pave the way for top management to implement the leadership style effectively and to promote OCBI and OCBO to reduce the turnover intentions of the employees in SMEs.

Keywords: Transformational Leadership, Transactional Leadership, Organizational Citizenship Behaviour, Turnover Intentions

I. INTRODUCTION

The concept of leadership remained the cornerstone for scholars and researchers (Choudhary et al., 2013) & (Danisman et al., 2015) and gained a great deal of attention (Grint, 1997). Various empirical studies established that transformational leadership affects organizational effectiveness (Gyensare, 2016) & (Nemanich & Keller, 2007). Employees feel satisfied and content with effective leadership styles (Gyensare, 2016); managers with proper leadership styles promote the environment in which employees feel respected, trusted, and take pride in work (Gyensare, 2016) & (Bass, 1990). Khatri (1999) postulated that human resource managers in Asian countries like Malaysia, Hong Kong, Singapore, China, and Taiwan are facing severe problem of employees' turnover intentions. Turnover has severe cost implications for organizations (Allen et al., 2010).

These costs can be in terms of direct and indirect massive costs (Ali & Baloch 2009). Moreover, filling the vacant positions carries substantial monetary costs (Staw, 1980). Furthermore, surroundings are of more importance, including leadership and the surrounding context of implementing innovative and strategically important practices (Tyskbo, 2019). Many studies have shown the linkage between transformational leadership and turnover intentions (Vance, 2006), (Burton & Peachey, 2009) and (Wells & Peachey, 2011) Also, various studies mentioned that transformational leadership serves to reduce turnover intentions (Bycio et al., 1995). The same was advocated by Meghierkouni (2017) that transformational and transactional leadership help in organizational learning.

Moreover, other studies proved that transactional leadership serves to lower turnover intentions. For instance, a study conducted in Kuwait by Najm (2010) found transactional leadership to be negatively

related to turnover intentions. Long et al., (2012) investigated the relationship between leadership and turnover intentions in academic staff and they found no significant relationship between these variables. Jacobsen & Anderesen (2015) could not empirically establish transformational leadership as an antecedent of effective managerial leadership. However, a large number of studies mentioned that there is a strong link between leadership styles and turnover intentions (Wells, 2011) & (Najm, 2010) & (Caillier, 2018) & (Laschinger & Fida, 2014). The same is the notion that helping behavior converts negative affect into job satisfaction (Chuang et al., 2019). Further, it was advocated by Krishnan (2004) that transformational leadership is the best predictor of support and friendliness.

Similarly, the relationship between leadership styles and organizational citizenship behavior (OCB) remained a popular subject for investigation. The link between leadership styles and OCB has been established by various studies (Udin, 2020) and (Humphery, 2012). Studies have proved that high levels of OCB enhance commitment and mitigate turnover intentions (Smith et al., 1983). Podsakoff, MacKenzie, Moorman and Fetter (1990) argued that leadership styles influence OCB while advocating that inappropriate leadership styles result in decreasing the OCB level.

Besides, other studies also mentioned that leadership styles' impact on OCB, work performance, and turnover intentions is crucial (Lamude & Motowodo, 1994). In the present era, the business environment, technology, innovation level, working conditions, and skill levels are challenging more than ever before. In such a dynamic environment, the role of small and medium enterprises (SMEs) is significant in economic development. SMEs remained a significant player in the economic growth of countries like Japan, Taiwan, and China. Other countries are also trying to apply the same model to promote SMEs to achieve the desired economic growth (Lukacs, 2005) and (Mathews, 2006). SMEs have no universal definition, but it varies from country to country (Abe et al., 2012). In Pakistan, SMEDA is the official body that regulates, promotes, and enhances SMEs. According to SMEDA (2007), a firm is considered to be an SME if: first, number of employees is less than or equal to 250; secondly, the yearly sales equal to 250 million rupees or \$0.239 million; thirdly, if the firm's paid-up capital is equal to 25 million rupees or \$0.239 million. Furthermore, the manufacturing firms with 50 employees or less are considered to be small firms while firms with 250 employees or less are considered to be medium firms. In addition to SMEDA, other institutions of Pakistan have also defined SMEs like SME Bank, Federal Bureau of Statistics and Punjab Small Industries Corporation. According to SME Bank, small enterprise is the one having a sum of assets worth Rupees 20 million while medium firm is the firm having total assets worth Rupees 100 million. Similarly, according to the Federal Bureau of Statistics, small firm is the firm having below ten workers while medium firm employs more than ten workers and below 250 workers. In addition to it, according to Punjab Small Industries Corporation, small firm is the firm that holds fixed investment equal to Rupees 20 million not including land and building. In contrast, the medium firm holds more than Rupees 20 million investments. Siew (2017) postulated that the effect of leadership styles (transformational and transactional) on turnover intentions, particularly in SMEs carry immense importance as SMEs are considered backbone to support the economy of any country (Mandanchan & Taherdost, 2017)

SMEs are considered as a catalyst and engine that fastens and drags the country's social and economic transformation to a higher level (Mandanchan & Taherdost, 2017) and (Kassim & Sulaiman, 2011). Leaders initiate and drive SMEs (Avolio et al., 1990). Moreover, leaders are a prime factor in leading the SMEs for better performance and in being successful (Mandanchan & Taherdost, 2017) and (Amagoh, 2009) and (Popa, 2012). Similarly, a trustful environment carries immense importance in SMEs (Polonia & Capelao, 2018). The same is the view of (Mandanchan & Taherdost, 2017) that SMEs are crucial for any country, and more importantly, the role of leaders in SMEs has been proved to be the turning part for SMEs' performance and employee turnover intentions. In Pakistan, SMEs contribute to GDP by more than 30% (Arham, 2014). The Pakistani government has established a regulatory authority that monitors issues and makes policies related to SMEs. This authority is called Small and Medium Enterprises Development Authority (SMEDA).

SMEs are currently facing different types of challenges (Arham, 2014) and (Samad & Hassan 2014). These challenges are in the form of inadequate employees, lack of educated and experienced employees, lack of resources, and more crucial is the leadership role and managerial knowledge (Mandanchan & Taherdost, 2017) and (Ndubisi & Saleh 2006). Moreover, one of the bigger challenges is employee retention (Nawab & Bhatti, 2011) & (Seyal et al., 2004). One of the critical causes of failure of SMEs is the absence of proper leadership styles and practices (Davies et al., 2002) and (Ladzani, 2009).

There is a strong need to investigate the effective leadership styles to promote OCB and lower down the turnover intentions in SME sector employees (Arham, 2014) & (Vecchio, 2003). The aim of this study is to integrate the scholastic work together and an attempt to fill the gap by investigating and establishing

the link between the unexplored variables together in the same model. Furthermore, the role of transformational and transactional leadership on turnover intentions through OCB is empirically tested from SMEs, especially in developing countries like Pakistan.

II. LITERATURE REVIEW

2.1. Leadership

Leadership style is vital to influence the employees' work performance, attitudes, behavior, and effectiveness. Organizational success and growth are highly dependent on their workforce (Harter et al., 2003) & (Torraco, 1995). To retain the organizational effectiveness and competitive advantage, the role of employees is crucial, and employees' positive work attitude and performance can be reinforced by the proper leadership (Luthans et al., 2004) & (Ramallal, 2004). The tool which can be effectively used by management is the proper leadership (Amankwaa & Anku-Tsede, 2015). Leadership can boost up the organizational work environment, employee-employer relationship, behavioral outcomes and positive organizational climate (Amankwaa & Anku-Tsede, 2015). Various studies conducted in the field of business have strongly advocated leadership impact on overall organizational performance (House et al., 1997) and (Shamir et al., 1993). However, the term leadership and its definition remained the least understood phenomena (Amankwaa & Anku-Tsede, 2015). The majority of definitions of leadership include some of the characteristics of leadership and reflect the essential elements of leadership (House et al., 1997) and (Bryman, 1993).

In accordance with the above discussion, a study by Schermerhorn, *et al.* (1994) described leadership as the process of encouraging and motivating in order to be productive at the workplace, which ultimately helps in achieving organizational goals and objectives. The roots can be traced back to the publication of "Leadership" by Burns (1978), his definition is that leaders are the people who invoke followers in a way to achieve the organizational goals with expectation, value, and motivation. Furthermore, leadership is defined by another researcher as, leadership is the process of communicating, interacting and coordinating among groups and individuals which include situation, perception and expectations of members (Bass, 1990). Moreover, it is the process of getting work done by employees through motivation and a positive work environment [90]. Another study by Gill, *et al.* (2006) advocates the same, that leadership is motivating, stimulating and recognizing the employees for their work and performance. Another study explained that it is the pattern of leaders' behavior in organization in a way which induces the followers (Hersey et al., 1996). Lewin, *et al.* (1939) depicted that leaders influence the employees' behavior and their work attitude. They further elaborated it by arguing that leadership style is the pattern that affects followers (employees) decision making about their work.

Lewin, *et al.* (1939) proved through experiments that style of leadership matters, which invokes the employees to work in a different and better way. In addition, the theory of leadership by Avolio, *et al.* (2004) was an attempt to include all the spectrum of leadership styles that were likely to have an impact on employees' turnover intentions and to quit the organization. According to this approach, behavioral areas are the center where the concept of leadership revolves around. Transactional leadership is based on punishments and rewards. The transformational leadership holds the notion of behavioral and inspirational charisma. Many studies have stressed on these two types of leadership influence on the employees' behavior and performance (Wells & Peachey, 2011) and (Gul et al., 2014) & (Lawe et al., 1996) & (Siew, 2017) & (Clemens et al., 2009) & (Howell & Hall-Marenda, 1999)

2.2 Transformational Leadership

The concept of transformational leadership was given by James McGregor in his book "Leadership" in 1978. Burns (1978) defined transformational leadership as the process that elevates the level of motivation and morality of both leaders and followers. The further extension is made by Bass (1985), who coined the term transformational leadership. Further, transformational leadership theory was proposed by (Bass and Avolio, 1994). According to this theory, leaders are the ones who motivate, encourage, and elevate followers in such a way to extract more work from them than originally expected. Bass and Avolio (1994) went on explaining it further that motivation can be termed and described as the force which enhances the level of awareness about the significance of outcomes. In Bass' view, transformational leadership is the process of influencing the followers who admire, trust, and respect the transformational leader. Transformational leadership emphasizes particularly inspiring, motivating, and changing the followers to be more committed to the organizational goals and objectives and incites them to face a

challenging environment innovatively. Moreover, it develops followers' capability and capacity through mentoring, coaching and supporting (Bass & Riggio, 2006).

In the last decade, transformational leadership remained one of the popular topics of research in leadership literature (Siew, 2017) & (Dvir et al., 2002) & (Schaubroeck et al., 2007). The Burns theory (1978) provides some underlying assumptions: employees will follow the person who elevates them by inspiring; great things can be achieved by knowing the vision and having the appropriate level of passion for it; and finally, the required level of energy and enthusiasm would be given by leaders. Transformational leaders according to Bass (1990) "broaden and elevate the interests of their employees, when they generate awareness and acceptance of the purposes and mission of the group, and when they stir their employees to look beyond their own self-interest for the good of the group." Moreover, the author suggested that transformational leadership consists of inspirational leadership such as inspirational motivation, risk-sharing attributions, being a role model, and highlighting the expectations to achieve the vision.

Transformational leadership consists of different types of behaviors, as proposed by Avolio, Bass and Zhu (2004). The literature highlighted the five necessary components of transformational leadership which are "idealized influence (behavior), idealized influence (attributes), inspirational motivation, intellectual stimulation, and individual consideration" (Avolio et al., 2004) & (Harris et al., 2009) & (Bass & Avolio, 1994) & (Bass, 1987) & (Avolio et al., 1999). Transformational leaders apply such components, and it is often considered as transformational leadership practices. This study also conceptualized and operationalized transformational leadership into five broader components as postulated by (Avolio et al., 2004). Idealized influence (behavior) can be defined as portraying the behavior of leaders as a role model for employees. Idealized influence (attributed) is defined as allowing and trusting the leaders to set the standards of motivations for followers (Bass & Avolio, 1994). Inspirational motivation can be termed as the way of communication to portray the vision and mission that inspire the followers effectively. Intellectual stimulation can be referred to as the leaders' approach toward risk-taking, analyzing the underlying assumption and ideas to promote creativity among followers (Bass & Avolio, 1994). Individual consideration is the type in which leaders consider the requirements and needs of employees (followers) and open the channel of communication to get the real side of the scenario (Harris et al., 2009) & (Avolio et al., 2004).

2.3 Transactional Leadership

In the book of leadership, the concept of transactional leadership is also introduced by Burns (1978). Transactional leadership remained the second most studied style of leadership in the literature (Eyal & Kark, 2004). In addition, Bass (1985) extended the concept of transactional leadership and developed the transactional leadership theory. This theory holds its basis on the notion of giving and taking (Bass & Debate, 1991). According to this theory, both parties (leaders and followers) interdependently work and get benefits of association (Kellerman, 2002). Furthermore, it is the process of exchange between leader and follower while sharing the benefits (Dienesch & Liden, 1986) & (Yukl, 2006). Various studies have advocated that transactional leadership remained a significant component of appropriate and effective leadership behavior (Burns, 1978) & (Harris et al., 2009) & (House, 1977). In this leadership style, the exchange is the primary element (Padsakoof et al., 1990) & (Kuhnert & Lewis, 1987) & (Padsakoof et al., 1982).

The term transactional leadership behavior is based on the principle of exchange, where it has been associated with reward and punishment behavior (Bryman, 1993). Transactional leaders first identify the need of employees and set the goals accordingly while communicating the proper execution plan that would be required to achieve desired outcomes of the task (Bass, 1990) & (Avolio et al., 1991) & (Bass, 1985) & (Avolio & Bass, 1988) & (Spreitzer et al., 1999). This leadership style helps the organization to maintain the status quo and meet the basic needs of the work. However, transactional leadership puts limitations on the employees' job satisfaction, effectiveness, and efforts toward the task (Bass, 1985). In a nutshell, the leaders strictly monitor and remained concerned about employees' behavior, initiatives and issues so that to overcome the problem at the initial stage.

2.4 Organizational Citizenship Behavior

OCB is considered in this study as discretionary behavior directed at the organization as a whole (OCBO) or at individuals (OCBI) (Wee et al., 2012). Those who go beyond described roles and expectations to benefit or intending to benefit the organization (Organ, 1988). The focus of this definition revolves around

three elements of OCB. First, the role must neither be formal nor prescribed part of duties, often considered as voluntary. Second is that the organization must be benefitted by the behavior through an organizational perspective. OCBs do not merely happen all of the sudden but it is the behavior which is directed and guided by the organization to benefit the organization (Ang et al., 2003). Last but not least is the third element that OCB is multidimensional in nature.

The discussion which triggers the inception of OCB took place in 1964 when Katz (1964) first mentioned the significance of spontaneous and discretionary behavior beyond the exact and prescribed roles, which are the requirement for organizational effectiveness. The formal conceptualization of OCB was launched when Smith et al., (1983) studied the antecedents and nature of such behavior. Onward Organ (1988) defined OCB as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in aggregate promotes the effective functioning of the organization." The term "discretionary" refers to citizenship behavior, which is not the formal obligation or formal explicit and definite roles. OCB remains to be a significant element in the overall performance of employees as organizations only rely on the contractual obligations which cannot cover all aspect of the job scope entirely (George & Brief, 1992). Some of the examples of OCB include: helping subordinates, working overtime to finish the task and duty, the contribution of ideas, goodwill gesture, taking extra responsibilities and duties, and employees portray such behavior without any reward (Organ, 1988) & (Bateman & Organ, 1983) & (Tepper & Taylor, 2003).

Helping behavior was operationalized as assisting employees in work not to feel overburdened, which triggers the quitting intentions. Various research studies were conducted to determine the significance of OCB construct in the field of psychology and organizational behavior (Brief & Motowidlo, 1986) & (Mc Neelay & Meglino, 1994). Antecedents of OCB can be categorized in four levels; individual characteristics (Smith et al., 1983) & (Tepper & Taylor, 2003), organizational characteristics (Podsakoff et al., 1993), task characteristics (Mackenzie et al., 1999) and leadership behavior (Podsakoff et al., 1996). Past studies were more inclined toward antecedents of OCB, while now researchers are paying much of the attention on the consequences OCB.

Another critical observation of the researchers Williams & Anderson (1991) strongly advocated the two broad dimensions of OCB, which are OCBI and OCBO. These two dimensions illustrate that OCBI represents such behaviors that instantly benefit particular individuals. In contrast, the OCBO represents the inverse effect of it, which benefits the organization as a whole. For instance, the banking manager, who assists the subordinates by staying after banking hours, would be considered as engaging in OCBI because such helping behavior would reduce the workload of his colleagues. OCBO refers to carrying out tasks and activities volunteering and unpaid and offering suggestions to improve overall banking performance as a whole. Considering these two as different dimensions of OCB is vital as both may have different antecedents (Williams & Anderson, 1991) & (Mc Neelay & Meglino, 1994) & (Somech et al., 2004). Furthermore, work on OCB was taken to other diverse fields like human resource management (Murphy & Shiarell, 1997) & (Sun et al., 2007), marketing (Eisenberger et al., 1986), health and hospital (Bolan, 1997), international management (Farh & Early, 1997) and strategic management (Kim & Mauborgne, 1996).

Past studies that investigated the OCB advocated that its roots lie predominantly in social exchange theory (Eisenberger et al., 1986) & (Share et al., 1993). Various studies have established a link between OCB and a number of outcomes such as employee retention (Paille, 2013), employee turnover intentions (Khalid et al., 2013) and job satisfaction (Bateman & Organ, 1983), perceptions of fairness (Tepper & Taylor, 2003) & (Bies et al., 1993), pay equity (Steers et al., 1979) and commitment (Zheng & Lomond, 2010).

2.5 Turnover intentions

Employee turnover is the global phenomenon and particularly in Asia (Al Battat & Sam, 2013) and received much attention in empirical and theoretical studies in HRM and organizational behavior for decades (Mobley, 1977) & (Hom & Griffeth, 1995). Many models were developed to elaborate on employee turnover intentions, and much of the research studies were carried out to find out the antecedents to turnover (Mobley, 1977) & (Steers et al., 1979). Models were developed to understand the effect of organizational commitment and job satisfaction in investigating the turnover and turnover intentions (Mowday et al., 1982) & (Price & Mueller, 1986). In contrast, some models investigated the cognitive processes on both termination decisions and job effect (Thibaut & Kelley, 1959) & (Hulin et al., 1985). Most of the research has focused on the predictors of turnover (Hom & Griffeth, 1995). Voluntary and involuntary turnover are two categorizations of employee turnover. Voluntary turnover starts at the employee's end while the

involuntary turnover intentions happen to start at the employer's end (Price & Mueller, 1986) & (hom et al., 2012) & (Cottini et al., 2011)

Empirically the association between OCB and turnover intentions has not been appropriately investigated and even not appropriately documented. MacKenzie, *et al.* (1998) and Chen, *et al.* (1998) found OCB and quit intentions to be negatively related. Moreover, both studies also advocated strong but negative relationship between OCB and turnover. The study conducted by (Chen et al., 1998) found a strong relationship of OCB with actual turnover. The data were collected from 205 supervisors from 11 different companies in China. The findings of that study portrayed that OCB was rated and was a strong predictor of the actual turnover of subordinates. Those findings helped understand the behavior of the employees better. OCB and its characteristics have a strong tendency to reduce the turnover intentions of employees (Mackenzie et al., 1998) & (George & Bettenhausen, 1990). Various studies suggested investigating the consequences of OCB (Podsakoff et al., 2000) & (Werner, 2006). Limited research has been carried out to investigate the relationship between OCB and turnover intentions (Khalid et al., 2013) & (Khalid et al., 2009). A study conducted by Khalid et al., (2009). found a significant negative relationship between turnover and OCB in hotel industry employees.

The above discussion provides enough ground to justify the relationship between OCB and turnover intentions, and the cognitive consistency theory provides the bases. This theory holds the notion that employees try to achieve a balance between attitude, belief, and behavior (Festinger, 2018).

2.6 Relationship between Leadership Styles, Organizational Citizenship Behavior and Turnover Intentions

Various studies attempted to investigate the relationship between transformational leadership and turnover intentions (Caillier, 2016) & (Limsila & Ogunlana, 2008) & (Najam et al., 2018). A study by Amankwaa & Anku-Tsede (2015) was conducted in Ghana; they collected data from the banking industry using a cross-sectional research design. They advocated that management could equip themselves with proper implementation of transformational leadership practices, which results in reducing turnover intentions. A study conducted by Dupré & Day (2007) found a significant negative association between transformational leadership and turnover intentions, and they also examined the mediating role of job satisfaction. They further argued that transformational leadership had attributes to change the behavior of employees toward their organization and which results in reducing turnover intentions. The same is evident by another study conducted by Hamstra *et al.*, (2011); the nature of this study was quantitative and their focus was to investigate the fit between leadership style and directed behavior of employees through regulations. They found a significant negative effect of transformational leadership on turnover intentions for the employees who were highly promotion-focused. Furthermore, a study was conducted by Pieterse-Landman (2012) on managerial level employees with a sample size of 185 in manufacturing companies located in South Africa. The nature of this study was also quantitative non-experimental. They elaborated on the negative relation between transformational leadership and intentions to quit. Moreover, another fascinating study by Hughes *et al.*, (2012) also investigated the leadership impact on turnover intentions. Consistent with previous studies, they also found a negative relationship between transformational leadership and turnover intentions. Similarly, a study by Van Dyne *et al.*, (1994) advocated that transformational leadership affects OCB, in the form of extra-role behavior and expectations. Another study by Deluga (1998) mentioned a significant relationship between leadership style on OCB. A large number of studies also advocated an empirical link between leadership and OCB (Udin, 2020) & (Howell & Avolio, 1993) & (Wang et al., 2005) & (Engelbrecht & Schlechter, 2006). The relationship between OCB and turnover intentions remained an important topic and various studies examined this relationship and established a link between them. A study by Chen et al., (1988) found a negative relationship between OCB and turnover intentions. They investigated this link by taking data from 205 supervisors across 11 organizations in China.

Employees with strong OCB portrayed a significant negative relationship with turnover intentions. Similarly, another study by Iftikhar, *et al.* (2016) was conducted in Pakistan. The data were collected from 410 employees occupying middle-level management positions; this study found a negative association between OCB and turnover intentions.

We argue that transformational leadership has a vital role in inducing OCB among followers. Transformational leadership in its four dimensions, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 1999) , has strong potential for the followers to come up with citizenship behavior directed at individuals as well as at organization (Khalili, 2017). Transformational leaders inspire followers to prioritize the betterment of the organization over their self-interest. In this way, they motivate the followers to transcend their self-interest for the

furtherance of the organization. The transformational leaders nurture autonomy and self-esteem among their followers. By giving individualized consideration, the transformational leader creates an environment of confidence and psychological safety, thus promoting OCBI and OCBO (Khalili, 2017). Moreover, we argue that employees who engage in OCB are less likely to leave the organization. Affiliative types of OCB have been found to be strongly related to reduced turnover intentions (Pare & Tremblay, 2007) & (Podsakoff et al., 2009). OCB leads to engagement and self-efficacy, which leads to increased commitment (Rusbult & Farrell, 1983). Furthermore, OCB could be considered as an investment that an employee makes in the organization. These investments accumulate over time and inflate the perceived cost of leaving (Rusbult & Farrell, 1983). Being discretionary behavior, the employees who engage in OCB do not only fulfill their job tasks but are also willing to take care of others around them. Moreover, they are willing to go the extra mile for the organization and do not mind working after hours and going through any inconvenience. This leads to an increased sense of attachment with the organization among high OCB individuals. Therefore, these employees are less likely to quit the organization. We, thus, propose that OCBI and OCBO mediate the relationship between transformational leadership and turnover intentions. Similarly, we argue that transactional leadership is based on a give and take relationship, and rewards are awarded on performance basis, thus giving it a transactional nature; therefore, employees tend to perform better in order to get the rewards. As OCB is extra-role behavior, the employees who engage in OCB are high performers and organizations strive to retain high performers (Dreher, 1982) & (Spencer & Steers, 1981). The employees who engage in OCB, thus, are rewarded and have little incentive to look for another job. They tend to stay with the organization; thus, their turnover intentions are low. Based on the above arguments, we propose the mediating role of OCBI and OCBO in the relationship between transformational leadership and turnover intentions.

In a nutshell, this study aims to integrate the scholastic work together and an attempt to fill the gap by investigating and establishing the unexplored link between study variables together in the same model. The role of transformational and transactional leadership is explored on turnover intentions through the mediation of OCB in the SMEs sector in a developing country, Pakistan. The following hypotheses were developed:

- H1: There is a negative relationship between transformational leadership and turnover intentions.
- H2: There is a negative relationship between transactional leadership and turnover intentions.
- H3: OCBI mediates the relationship between transformational leadership and turnover intentions.
- H4: OCBI mediates the relationship between transactional leadership and turnover intentions.
- H5: OCBO mediates the relationship between transformational leadership and turnover intentions.
- H6: OCBO mediates the relationship between transactional leadership and turnover intentions.

2.7 Conceptual Framework of the Study

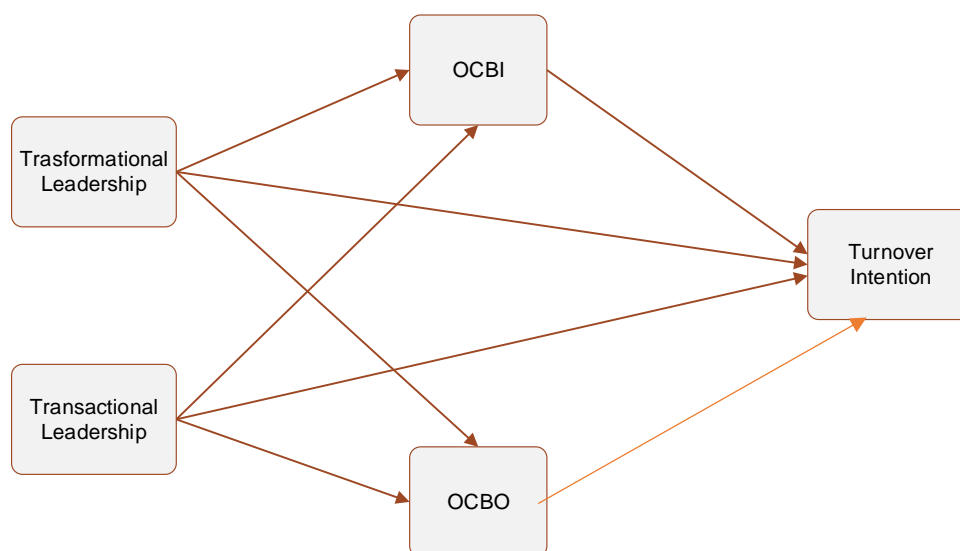


Figure1: Conceptual Framework.

2.8 Explanation of framework

There are multiple relationships in this framework. First, is the direct relationship between transformational and transactional leadership with turnover intentions is investigated. In the second phase, the mediating role of OCB is being investigated between transformational as well as transactional leadership and turnover intentions.

Methodology

Middle-level managers working in SMEs is the unit of analysis in this study. More than 66% of SMEs are operating in the Punjab province of Pakistan. According to SMEDA (2017), the total SMEs registered in Punjab were 15,833. A total of six industries (Textile, Leather/Footwear, Sports, Food and Beverages, Metal, Wood and Furniture) with 330 firms were selected, and this study applied cluster sampling technique to obtain data from middle-level managers in 330 firms (Bhutta et al., 2009). Clusters were made of the six industries as mentioned above. A total of 650 questionnaires were distributed in each cluster according to their proportion in the total population.

2.9 Data Collection Instruments

To measure transformational leadership and transactional leadership, the items were adopted from Multifactor Leadership Questionnaire consisted of twenty items for the transformational leadership and eight items for transactional leadership from Bass & Avolio (1994) & Avolio et al., (2004). Further, items related to OCBs have been adopted from Organ, *et al.* (2006) ;Bateman & Organ (1983) ; Smith et al., (1983) ; Organ (1988) ;Williams (1988) and four items related to turnover intentions were adopted from Kelloway, *et al.* (1999)].All the variables were measured using a five-point Likert scale ranging from strongly disagree to strongly agree.

III. DATA ANALYSIS TOOLS

The descriptive statistics are shown in Table 1, which consists of mean values and standard deviations. Furthermore, to test the hypotheses of this study, we employed structural equation modeling (SEM) using AMOS software. SEM is a multivariate statistical analysis technique that is used to analyze structural relationships. This technique is the combination of factor analysis and multiple regression analysis, and it is used to analyze the structural relationship between measured variables and latent constructs. Moreover, this study applied CFA to ensure the constructs' validity and reliability and measured the Cronbach's alpha, construct reliability, factor loading, and average variance extracted (AVE). Reliability, convergent validity and discriminant validity were established. These values are given in Table 2 for all the constructs.

Table 1: Descriptive statistics.

Variables	Mean	Maximum	Minimum	Number	S	SD
HR Practices	3.45	5	1	415		.962
OCB	3.42	5	1	415		.951
TL	3.86	5	1	415		.992
Turnover Intentions	3.33	5	1	415		.648

Table 2. Construct Validity.

Construct	Number of dimensions	Factor Loading	AVE	CR	alpha
Transformational leadership	TL1	0.61	0.62	0.82	0.79
	TL4	0.58			
	TL9	0.69			
	TL11	0.73			
	TL14	0.75			
	TL18	0.66			
	TL22	0.67			

		TL23	0.69					
		TL25	0.65					
		TL26	0.65					
Transactional leadership		TrL1	0.73	0.57	0.78	0.84		
		TrL2	0.74					
		TrL4	0.81					
		TrL6	0.77					
		TrL7	0.76					
Organization Behavior organization (OCBO)	Citizenship benefitting	OCBO1	0.73	0.66	0.84	0.83		
		OCBO2	0.61					
		OCBO3	0.60					
		OCBO5	0.59					
		OCBO7	0.58					
Organization Behavior individual (OCBI)	Citizenship benefitting	OCBI1	0.63	0.58	0.89	0.79		
		OCB2	0.67					
		OCB4	0.69					
		OCBI5	0.71					
		OCBI6	0.78					
		OCBI7	0.73					
Turnover Intentions		TI1	0.79	0.57	0.91	0.86		
		TI2	0.73					
		TI3	0.63					
		TI4	0.85					

Table 3. Comparison of Alternative Measurement Models for Main Constructs.

Model	χ^2	df	TLI	CFI	IFI	NFI	RMSEA	SRMR
Five-Factor Model (M0)	558.217	297	0.951	0.953	0.951	0.922	0.031	0.0321
Four-Factor Model (M1)	542.317	273	0.936	0.932	0.934	0.898	0.041	0.0506
Three-Factor Model (M2)	151.522	69	0.951	0.951	0.955	0.949	0.069	0.0358
Two-Factor Model (M3)	64.764	37	0.979	0.986	0.986	0.968	0.050	0.0329
One-Factor Model (M4)	144.879	8	0.828	0.892	0.891	0.871	0.214	0.0593

SEM analysis is done in two phases. In first phase, confirmatory factor analysis (CFA) was done, and in the second phase, the structural models were validated. CFA analysis results depicted inappropriateness of the goodness of fit [GFI=.737; CFI=.787; RMSEA=.098; $\chi^2/df=14.235$]. The items with values below the threshold were removed [183], and we correlated the error terms of various constructs. After removing 10 items from TL and 3 items from TrL, 2 items from OCBO and 1 item from OCBI, the results showed a good fit to the data [GFI=.932; CFI=.948; RMSEA=.051; $\chi^2/df=2.135$] which confirms the model appropriateness (Hair et al., 2010). To establish the model fit of the hypothesized model, the original five-factor solution was compared with different alternative models that were formed by merging different constructs. The five-factor model was found to be of superior fit to the data when compared with alternative four-factor, three-factor, two-factor and one-factor model (See Table 3).

Discriminant validity was established using Fornell and Larcker's (1981) criterion. As per this criterion, the value of AVE of each construct was greater than the respective squared correlations of that construct, which established discriminant validity (See Table 4).

Table 4. Validation of the Measurement Model - Discriminant Validity.

AVE	OCBI	TL	TrL	OCBO	TOI
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OCBI	0.58	0.58				
TL	0.62	0.447	0.62			
TrL	0.57	0.516	0.506	0.57		
OCBO	0.66	0.438	0.535	0.498	0.66	
TOI	0.57	-0.069	-0.035	-0.037	-0.029	0.57

Table 5. Results Hypothesis Testing.

No	Hypothesis	β	S.E	Standardized Estimates	C.R	P-Value	Decision
H1	TL→TI	-0.824	0.33	-0.801	-2.484	0.03	Accepted H1
H2	TRL→TI	-0.712	0.28	-0.699	-2.542	0.04	Accepted H2

Table 6. Goodness of Fit of Direct Relations.

Variables	GFI	CFI	RMSEA	χ^2/df
TL, TRL & TI	0.942	0.943	0.042	2.855

Table 7: Results of Mediation Analysis of Structural Model.

No.	Hypothesis	Direct without mediator	Sig	Direct with mediator	Sig	Indirect effect	P-value (bootstrap)	Mediation	Decision
H3	TL→OCBI→TI	-0.801	-2.484 (0.03)	-0.741	-2.980(0.003)	-0.742	0.70	No Mediation	Rejected H3
H4	TRL→OCBI→TI	-0.699	2.542(0.04)	-0.621	-3.586(0.005)	-0.519	0.81	No Mediation	Rejected H4
H5	TL→OCBO→TI	-0.801	-2.484 (0.03)	-0.712	-2.832(0.003)	-0.612	0.03	Partial Mediation	Accepted H5
H6	TR→OCBO→TI	-0.699	2.542(0.04)	-0.652	-3.521(0.02)	-0.552	0.02	PartialMediation	Accepted H6

Table 8. Goodness of Fit of Indirect Relations.

Variables	GFI	CFI	RMSEA	χ^2/df
TL, TRL, OCBI, OCBO & TI	0.941	0.933	0.059	2.993

IV. CONCLUSION AND DISCUSSION

The findings revealed the acceptance of H1 and H2. Coefficient values -0.824 and -0.712, respectively, which are mentioned in Table 5 indicate that one unit change in transformational and transactional leadership will bring 0.824 and 0.712 in turnover intentions, and Table 6 shows the model fitness. Findings are consistent with previous studies. Amankwaa & Anku-Tsede (2015) conducted a study in Ghana in the banking sector and found a significant negative relationship between transformational leadership and employee turnover intentions. This study also investigated the moderating role of job opportunity between these variables. They strongly advocated the influence of leadership behavior and attributes such as the needs of subordinates which are essential and critical for accomplishing tasks and such attributes lead to a reduction in the turnover intentions of employees. Same is evidenced by the Pieterse-Landman (2012). They found a significant relationship of transformational leadership with turnover intentions at managerial level employees with a sample size of 185 in manufacturing companies operating in South Africa. Similarly, Siew (2017) also examined the leadership and turnover intentions in SMEs and found a significant impact of leadership attributes on turnover intentions. However, another study by Long et al., (2012), to investigate

the relationship between leadership and turnover intentions in academic staff, found no significant relationship between them.

Findings are consistent with many other studies which established a strong relationship and advocated the leadership role related to turnover intentions e.g (Wells & Peachey, 2011) & (Caillier, 2016) & (Welty & Burton, 2014) & (Gul et al., 2018) & (Dupre & Day, 2007) & (Hughes et al., 2010) & Babakus et al., 2010). In order to investigate the mediating effect, this study applied the procedures of Preacher and Hayes (2008). In order to achieve the objectives stated in H3, H4, H5, and H6, the above procedure was applied by investigating two structural models by running the models four times. The first models in the first place, without mediator and secondly with the mediator and then calculated the indirect effects and significance values. As shown in Table 7, the significance of the indirect value was checked through bootstrapping, as postulated by Preacher and Hayes (2008), with 1,000 iterations to test the p-values. The same procedure was done for H4, H5 and H6. Furthermore, to investigate whether the mediation was partial or full mediation, Baron and Kenny (1986) approach was followed and Table 8 shows the goodness of fit of the model. The findings of this study are consistent with Chen et al., (1988), who found a negative relationship between OCB and turnover intentions. The same is evidenced by Deluga (1988) who found a significant relationship of leadership style with OCB. Similarly, Iftikhar et al., (2016) conducted a study in Pakistan. They collected data from 410 middle-level managerial employees working in Hattar industry and found a negative association between OCB and turnover intentions. A good number of studies also advocated the link between leadership and OCB e.g (Udin, 2020) & (Nohe & Hertel, 2017) & (Boerner et al., 2007) & (Howell & Avolio, 1993) & (Wang et al., 2005) & (Engelbrecht & Schlechter, 2006).

Our findings are exciting and contrary to findings in the Western countries Podsakoff et al., (2000) are in terms of investigating the OCBI mediating role between both leadership styles and turnover intentions. OCBI did not significantly mediate the relationship between both styles of leadership. In contrast, the OCBO mediated the relationship between both leadership styles, findings of this study are consistent with previous studies like (Wee et al., 2012).

Employees who exhibited assisting or helping behavior to benefit the organization as a whole are less likely to quit. Findings indicate that employees have a high tendency toward performing OCBO, which benefits the organization as a whole than dedicating toward specific OCBI (individuals). Both the constructs of leadership styles were found to have no significant relationship with OCBI, but they had a significant relationship with OCBO. This clearly implied that when employees are fairly treated in an appropriate manner, then they exhibit the OCBO which benefits the organization more. OCBO mediated the relationship between transformational as well as transactional leadership and turnover intentions.

It can be concluded that employees usually tend to have OCBO as their practices are common; however, there is less awareness and concern for OCBI. The majority of the proposed relationships in this study were found to be significant. It can be concluded that employees overall appreciate the leadership style particularly, transformational and transactional, which results in reducing the turnover intentions of employees. SMEs with limited or no proper leadership styles should acknowledge the role of both leadership styles and their implications to incite the helping behavior, reducing quitting intentions by promoting both dimensions of OCBI and OCBO as such behavior reduce turnover intentions.

One of the biggest challenges for the SME firms is the retention of its employees (Choudhary et al., 2013) & (Hassan et al., 2015) & (Maula-Baksh & Raziq, 2018) & (El-Sawy et al., 2016). This study is the first to investigate the role of such leadership styles along with two dimensions of OCB on employees working in SMEs in Pakistan.

It can be further concluded from the output of this research that despite having leadership styles, employees do need the practices to promote the OCBI (individuals benefits) dimensions. Moreover, by inculcating the practices which boost up the helping behavior of employees to go the extra mile apart from the routine job in order to benefit both as a whole organization as well as individuals. On the same notion, since the business climate of SMEs is being transformed by digital technologies, the role of digital leaders plays an important role in SMEs. Digital leadership is carrying out the right steps for the strategic success of digitalization for the enterprise and its business ecosystem. Digital leadership means thinking differently about business strategy, business models, the IT function, enterprise platforms, mindsets and skillsets, and the workplace (El-Sawy et al., 2016). The challenge of the alignment of information technology and business is crucial where the role of e-leadership or digital leadership is essential. Similarly, the role of charismatic leadership is also important and needs to be considered in the SMEs. In the world of management, charismatic leaders are renowned entrepreneurs and corporate change agents (Conger, 2015). Moreover, research has shed significant light on the attributes that lead to the perceptions of a leader as charismatic. In order to understand charismatic leadership, there is a set of leader behaviors that distinguish charismatic

from non-charismatic leadership which is presented in a stage model of leading others. Since the role of leadership is vital in the growth and success of SMEs, it is important to consider the role of leadership styles which consequently reduce the employees' turnover intentions. Moreover, leadership styles which enhance the OCB.

5.1 Implications of the study

5.1.1 Theoretical contribution

This study has some theoretical implications. Previous work on transformational leadership and turnover intentions has been carried out in the organizational context (Hughes et al., 2012) & (Pettigrew, 1987), while the role of transformational leadership has received less attention to understanding the phenomena of employee turnover intentions. This study filled the gap by investigating this issue by focusing on employees' behavior, which ultimately translates into the intentions to quit. Findings of this study suggest that such leadership styles encourage and enable employees to internalize their firm's mission and vision in a way that they feel honored to be associated with their organization. Moreover, our study did not find the mediation effect of OCBI that could be due to the context and perspective of SMEs which indeed play an essential role (Jiang et al., 2012). The findings of this study suggest that although there could be other various influencers acting at the same time on the employees' turnover intentions which call for further research to be carried out beyond traditional sequential models to investigate the new model. Furthermore, it leads to the suggestion that non-significant results contribute to our theoretical understanding of the variables that do and do not influence turnover intentions in different perspectives. After thoroughly reviewing the literature, the theoretical framework of this study was developed. This framework investigates the transformational and transactional leadership effects on turnover intentions directly and indirectly through OCB, particular two types of OCB, which to the researcher's best knowledge had never been investigated before.

The findings of the study contribute to the theory as it confirms the application of the social exchange theory stance (SET). Besides, this theory delineates that employees will reciprocate in a given relationship, so the findings also proved the same notion that proper leadership styles reduce turnover intentions. This study enhances our understanding of the potential mechanism, OCBO and OCBI through which transformational leadership influences employee turnover intentions in SMEs. This study adds to the existing body of knowledge by investigating the OCB construct in two dimensions. Moreover, these two dimensions of OCB, i.e., OCBI and OCBO, are linked with two styles of leadership that had previously been ignored. An interesting finding of this study was that OCBI did not mediate the relationship between transformational leadership and turnover intentions. Another contribution of this study is that it further extends the literature by adding empirical evidence from developing countries like Pakistan. This finding adds to the contribution to the theory. Further, it opens the avenues to dig out this by implementing other theories to have a multi-theoretical approach for this phenomenon (Yucel et al., 2014).

5.1.2 Practical implications

There are some practical implications of this study. This study provided empirical results that are based on evidence. Furthermore, findings are beneficial for SMEs' top management and HR practitioners. Top management always endeavors to reduce turnover intentions of employees' as now the organizations are leading and conquering the war of competition by human capital. The importance of proper leadership style in directing the employees' behavior is paramount. The same is true for the OCB construct, which has been investigated in two dimensions. Findings revealed the acceptance and rejection of dimensions of OCB, so it clearly indicates the importance of two dimensions that management should acknowledge the role of two dimensions of OCB. Each of them has separate implications. Management should implement the leadership style in a way that promotes the OCBI and OCBO of employees to go the extra mile to benefit the organization. Top management should address the concerns and incite the employees' OCBI which results in benefitting the organization in either case. Findings are beneficial for practitioners who always strive hard to produce such a workforce that could be willing to go to extra mile for the organization. Furthermore, this implies that employees are concerned with OCBO but not specifically with OCBI. The HR practitioners should build and encourage the organizational practices and inculcate the OCBI attributes and management values which exhibit the value for building OCBI in employees and human capital retention values. By adopting such leadership styles, leaders can further enhance and trigger citizenship behavior in their followers to do things in a better way and develop trust leading to reducing the turnover intentions. Thus, this study suggests that SMEs should make more efforts to develop citizenship behavior by using such

effective leadership styles. This study offers insights that could be helpful to the new-age entrepreneurs who are planning to start new business ventures in Pakistan. Moreover, our study suggests that training and coaching should be provided to the leaders to make them more transformational in order to cultivate the citizenship behavior in followers resulting in less turnover intentions and enhanced performance. More importantly, our study provides better insights to understand the mediating mechanism that relates the two leadership styles to employee intentions to quit. In addition to it, our study highlights the potential importance of OCBO and OCBI in organizations, in limiting the upswing of employee turnover. Thus, the higher level of citizenship behavior of both OCBO and OCBI results in higher performance and lower turnover intentions. Adding to it, there are multiple ways that organization can deliver the message to employees about their value and importance which trigger the OCBs and would ultimately reduce the turnover intentions.

5.2 Limitations and future research

An in-depth analysis of leadership styles' impact on OCB and turnover intentions is offered in this study. Nevertheless, this study has some limitations. First and foremost is the nature of this study, which is cross-sectional. Secondly, this study's findings can only be generalized to SMEs. Thirdly, this study was conducted on organizations that are mostly located in Punjab SMEDA (2017). Leadership styles were not found to be having an effect on the performance of OCBI which needs future research to focus on other practices of leadership styles that might influence OCB and particularly OCBI. There is a continuous debate on the leadership styles and practices and no consensus is reached on universal leadership practices in specific. Thus, our study paves ways for future studies to examine the other leadership styles' effect on turnover intentions and to address the quitting issue and performance. Future studies can employ experimental design or longitudinal design. Future studies could extend the findings of this study and extend our model with other leadership styles (ethical leadership, digital leadership, charismatic leadership). Most likely, these leadership styles may portray an indirect effect on employee turnover intentions, as mentioned by Yucel, *et al.* (2014); such variables need a thorough investigation. Moreover, future studies can investigate the same theoretical framework in other industries like hospitals, education, banking etc. Future studies can also target top-management level employees. Similarly, little attention has been given to the cultural aspects which might influence such variables; future studies should consider the cultural aspects while analyzing the relationships.

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