

Linking Leadership Styles and Affective Commitment to Turnover Intention: A Conceptual Study

Lee Shing Nuo, Ong Choon Hee

Azman Hashim International Business School, Universiti Teknologi Malaysia, Kuala Lumpur
54100, Malaysia

Email: sheena.leesn@gmail.com

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Abstract

Today's Business environment has been changed substantially because of globalism and radical changes and development in information processing, communication, and try to gain competitive advantages in such a competitive business environment. Leadership styles can significantly influence the turnover intention of a company; the morale and productivity of its employees; and its ability to attract, motivate, and retain talented people. Unfortunately, many managers/ leaders are either unaware of the significant impact leadership styles can have, are aware but overwhelmed by the extensive and sometimes conflicting information, or are not well informed about how to build and sustain leadership styles effectively to reduce employees' turnover intention. This article mentions that managers and leaders need to know about leadership styles that affect turnover intention and emphasizes its importance. It requires managers and leaders to view it as one of their key tasks and understand the importance of aligning organization and decision making. This conceptualization has potential implications for the proves that finding affective commitment in an organization while improving and maintaining organization performance through participation and involvement, reduce with employees' turnover intention if strong leadership between employees and employers in an understanding of different management ethic.

Keywords: Leadership Styles, Transformational Leadership, Transactional Leadership, Affective Commitment, Turnover Intention.

Introduction

Some studies have investigated the relationship between behavior in leadership and job performance in an organization (Bakotic, 2016). Significant practices behavior solutions of related disciplines have been promoted to organizations (Houmanfar, 2017). Leadership styles created a highly desirable workplace due to the positive relationship in employees' attitudes, performance, satisfaction, productivity, and effectiveness (Bhal and Ansari, 2007;

Turner and Muller, 2005). It has been a long discussion about leadership from a different perspective on how a leader should extend its effective level to their subordinates (Clawson, 2008). Leadership explained a personality which ability to inspire others but not manipulated (Munroe, 2014). And it also refers to a personal inspiration in a given condition for a specific target achieving through an effective communications process (Birasnav, 2014). Leaders defined as an individual who manages to lead their subordinates to achieve the desired target by motivated, encouraging, and inspires their subordinates (Andersen, 2016). In past studies, two different viewpoints on leadership developed into the main focus on applied literature and academic, concerning this, transformational and transactional leadership styles identified as the most general styles for a leader to bring their effectiveness into maximum (Garcia-Morales et al., 2012; Boehm et al., 2015; Gyensare et al., 2016).

There are several research studies documented transformational and transactional leadership are positively related to employees' behaviors and outcomes of an organization (Bono and Judge, 2003; Judge and Piccolo, 2004). The workforce stability and organizational effectiveness can maintain as the preferable of employees to stay in the organization, it becomes practicable and realistic when employee feel the satisfaction of the leadership styles implemented in the organization (Gyensare, 2013; Gyensare et al., 2016). For instance, transformational leaders who are given trust, respect, and good communication to their employees are more likely to stay in the organization (Bass, 1990). In more specify that leadership styles are connected to organizational outcomes and employees' behaviors such as organizational performance, job satisfaction, and commitment (Walumbwa et al., 2005). Several research studies explained the connection between transformational and transactional leadership to voluntary turnover intention (Wells and Peachey, 2011 Dimaculangan; and Aguilung, 2012; Chang et al., 2013). Besides, affective commitment also has been examined in various studies about its relationship to voluntary turnover intention (Soane et al., 2012; Gyensare, 2013; Gyensare et al., 2016). Past studies have found that commitment of an organization to be related to organizational level outcomes and is an important attitude to an employee (Caroline, 2015). Among three-component model of organizational commitment, the affective commitment was found the positive relationship to the individuals and outcomes of an organization (Meyer et al., 2002), it related to the transformational and transactional leadership to the turnover intention due to its reliability and validity (Meyer et al., 2002; Stazyk et al., 2011). In the past few decades, significant attention research from different sectors has been attained to the commitment of an organization. This is due to the acknowledgment of level commitment to employees in their organizations that are significant for defining individual and organizational valuable outcomes in job satisfaction, turnover intentions, organizational citizenship behavior, productivity, and effectiveness (Chiu and Ng, 2015). Associated with an affective commitment to turnover intention. Turnover intentions are related to an organization's performance and productivity. It could not be accomplished without employees' contribution to the organization's goals and strategy achievement (Sinniah and Kamil, 2017).

The purpose of this conceptual paper is to examine the exercise of leadership styles and turnover intention to the workplace in the context of affective commitment by discussion, first, does transformational leadership affect to affective commitment, second, does transactional leadership have an impact to affective commitment and third, to examine whether turnover intention impact by affective commitment. It is believing that our conceptualization enhances the understanding of influence affective commitment in different leadership settings.

In the following sections, literature review works to previous studies on knowledge sharing and a brief discussion on affective commitment, leadership styles, and turnover intention. Lastly, the study conclusion and implications are also provided.

Literature Review and Conceptual Design

Turnover Intention

Turnover intention explained an individual's intention to leave from an organization or workplace (Tett and Meyer, 1993; Griffeth et al., 2000; Ma and Trigo, 2008). Turnover can depress the performance of the organization (Guthrie, 2001) also brings realistic challenges to an organization for example talent loss, additional cost for recruitment, and training (Loi et al., 2006). According to the studies by Allen et al. in 2010, the total cost of turnover is estimated in the range of 90 percent to 200 percent in the recent year of annual salary. Allen et al. (2010) also mentioned in the studies that turnover is generally considered in two categories which voluntary turnover and involuntary turnover. The differences by voluntary turnover are referring to the turnover initiative by the employees and involuntary turnover is the initiative taken by an organization (Chawla, 2005).

In general, voluntary turnover is the main focus in the management point of view due to the preferable to be kept by an organization (Allen et al., 2010). Various elements have been determined which may affect turnover intention such as the commitment of an organization is one of the major factors that have been identified that affect the turnover intention of employees (Wong et al., 1995; Loi et al., 2006). Prior studies also identified a strong connection for turnover intention and actual turnover to an employee (Bluedorn, 1982; Tett and Meyer, 1993; Tuzun et al., 2014; Nicholas et al., 2016).

It has been recognized that employees in high productivity, less possibility in work absent, and less possibility to turnover where high affective commitment is occurring (Mathieu and Zajac, 1990; Meyer and Allen, 1997). Studies of Guntur et al. (2012) defined that affective commitment is the strongest and greatest effect on employee turnover intention which among the three main components of commitment. Respectively dimensions of organizational commitment have been implying that significant positive with the turnover intention and affective commitment showed to be the highest connection with turnover intention in the study (Adenguga et al. 2013). It takes a long way for an affective commitment organization to explain an employee's validity and reliability due to its strength of emotional attachment to an organization (Meyer et al., 2002; Solinger et al., 2008). Consequently, it can show that employees who are feeling less anxiety and stress when they're mentally and psychologically involved in work experience which can be activated moments of turnover intention.

Albrecht and Andretta (2011) study found that affective commitment has a negative relationship with turnover intention. Meyer et al. (2002) also defined that affective commitment had the highest impact on an employee's turnover intention. Research studies support the negative correlation between affective commitment and turnover intention (Gyensare et al., 2015, 2016).

Affective Commitment

Porter et al. (1974) considered organizational commitment categorized by three psychological factors which first, a faith and acceptance of organizational goals and values (identification), second, considerable effort willingness contribution toward organizational goal achievement (Involvement) remaining in an organization with a strong desire (Loyalty) as the third. Meyer

et al. (2006) also defined organizational commitment as the mandatory force that motivates individuals and links them to the organization, to bring them to pursue a definite course of action and elicits behaviors of value to the organization. And a psychological link between the employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization (Affum-Osei et al. 2015).

Organizational commitment plays an important role for committed employees in more satisfaction to generate a goal achievement, innovation, and bring stability to an organization. Faisal and Al-Esmael (2014) declare that there exists no universally accepted definition of Organizational Commitment in the literature. However, Faisal and Al-Esmael (2014) also indicated that organizational commitment has focused on few major issues for instance as extra effort application which out of the expected from employees, desire to stay in an organization, and loyalty to the organization.

Whether in the past or latest studies, organizational commitment is under attention in general. However, affective commitment is obtained most attention from the studies when compare among all three dimensions of organizational commitment (Kwantes, 2009). According to Meyer & Allen (1991), affective commitment is defined as an employee in the passionately committed and participants enjoy as individually with the affective or emotional connection to his/ her organization. An employee with affective commitment is expected to show with their feelings in aspiration and emotional towards the organization. To identified and foreseeing an employees' emotional association to the organization in terms of high reliability and validity, Solinger et al (2008) stated that affective commitment can be considered as the only dimension to the study.

According to previous research, affective commitment is defined by numerous studies as the employees' emotional attachment to its organization (Grigg, 2009; Kwantes, 2009; Meyer & Allen, 1991; Solinger et al., 2008). Grigg (2009) described employees who have an emotional attachment with a strong desire to stay with their organization. Three major factors determined the relations of an individual's emotional attachment to its organization (Porter et al., 1974). The first factor explained the belief of an individual, identification of an ethical and organization objectives to determine about his connection with the organization. The second factor is scope to an individual about his wiliness to realize organizational objectives. And the third factor is talking about the commitment of an individual to stay in an organization even extra effort is required.

Several studies have also been defined that affective commitment is the most perfect to describe the positive behaviors of organizations related to others' commitment (Chen and Francesco, 2003; Lavelle et al., 2007; Sabella et al., 2016).

As explained above, it can be defined that affective commitment representation the overall organization commitment since a strong affective commitment bring employees to continue employment with the organization and tend to make more effort for the organization (Joo et al. 2012).

Proposition 1: Affective commitment negatively affects turnover intention

Leadership Styles

House et al. (1999) defined leadership refers as an ability of an individual to motivate and influence, or as a process of social influence able to support others to complete a task (Chemers, 1997). Bass and Riggio (2006) also mentioned leadership indicated a relationship between a leader and their followers in influence based on organizational target

achievement. Transformational leadership and transactional leadership are offering combined in numerous studies in the understanding of effective leadership (Ng et al., 2016, Baškarada et al., 2017). And a study in Malaysia also proved that transformational and transactional leadership bring a correlate positive relationship to an organization's performance (Roslan, 2010).

Leadership style is interpreted as the degrees of an individual emphasizes or displays in a specific type such as transactional or transformational and using multiple items for the measure of the intensity of leadership behaviors or attitudes (Li et al. 2016). Numerous research studies in the past few decades have been paid attention to leadership and its relationship to positive organizational performance outcomes (Afshari and Gibson, 2016).

It is defined leadership style affects organizational commitment and job satisfaction positively and job performance and organizational commitment affect job satisfaction positively (Fang et al. 2009).

Leaders must be highly complex, change constantly, and interpret difficulties. More than ever before, international firms' manager faces challenging, and international competition changes rapidly. Since effective organizational leadership is critical in the success to develop organizational commitment of international operations, this globalization of industrial organizations presents numerous organizational and leadership challenges.

Transformational Leadership

Yulk (2010) defined that transformational leadership target to bring their followers and motivating them to achieve targets according to their abilities and expectations. The main components for transformational leadership are included of charisma, inspirational motivation, individualized consideration, intellectual stimulation, and personal recognition. Charisma referring to a person who has characteristics able to influence others to their emotions, beliefs, and behaviors (Riggio, 2009). It has been identified as a component that creates belief, integrity, and respect (Bealer and Bhanugopan, 2014), and Brown, Chen, and O'Donnell in 2017 also mentioned that it impacts the affective and normative commitment. Inspirational motivation describes a leader who can convert the vision and build out the confidence to their followers for the desired target will be achieved (Bass and Bass, 2008). And the third individualized consideration, leader as a role of instructor to assist followers to develop their full ability by generating a favorable environment and learning opportunities (Bass and Riggio, 2006). Bass and Riggio (2006) also described that intellectual stimulation referring to a leader inspiring their followers to have their thinking, question assumptions, and problem-solving skills to deal with the challenges when facing in the daily work environment. According to the study of Rafferty and Griffin in 2004, intellectual stimulation which concerning one of the transformational leadership also highlighted that it brings a positive impact to affective commitment. It is explained new ideas or new methods of doing things in the workplace are encouraging by a leader to their subordinates, they feel respected and valued with affective commitment increase towards to their organizations (Gyensare et al., 2017). Also, the more affective commitment occurs which is directly reflected in their recognition towards organizations' values or objectives by intellectually stimulating given from a transformational leader to their subordinates through inspiring their creativity or innovation in problem-solving and taking initiatives (Dick, 2011). As the last component personal recognition is indicating to a reward given to subordinates as returns by fulfilling those desired targets (Rafferty and Griffin, 2004). Numerous studies defined that transformational leadership connected to affective commitment (Lee, 2005), trust to a leader

(Holtz and Harold, 2008), profitability (Brandt et al., 2016), and better performance (Jing, 2017).

Several studies have found a positive relationship between transformational leadership and affective commitment, transformational leaders inspire their subordinates by providing a clear vision, encourage them to work as a team to challenge for a best and they are caring and thoughtful to satisfy the desires of subordinates which all those concern to the subordinates' perceptions towards an organization (Bono and Judge, 2003; Bass and Riggio, 2006; Herold et al., 2008; Farahani et al., 2011; Jackson et al., 2013; Mercurio, 2015). Therefore, in light of the above discussion, it is proposed that:

Proposition 2: Transformational leadership positively affects affective commitment.

Transactional Leadership

The main principle of transactional leadership is indicating the exchange process between the leader and their followers by providing rewards as a control process to followers for a favorable performance (Dubrin and Dalgligh, 2003). A transactional leader sets a target to their followers by providing rewards such as salary increase, promotions, or more benefits while targeting achieved and punishment while failure to do so. (Deichmann and Stam, 2015). Two main dimensions for transactional leadership style which are contingent reward and management by exception (Hassi, 2019). The contingent reward is referring to a shared understanding between leader and followers of the rewards for the performance which is based on the task that has been decided before by both parties (Hassi, 2019). Management by exception explained the corrective action taken by a transactional leader and his followers (Judge and Piccolo, 2004). In general, management by exception is categorized in two main which management by exception passive and management by exception active. Management by exception passive indicated that leaders act as passively to their followers for a mistake in their job performance and necessary corrective action is taken in after (Bass, 1990). Management by exception active indicates a kind of transactional leader who emphasizing in the active management, these types of leaders actively to seeking any possible differences might be happened from expected achievement target and take corrective measure immediately to ensure the correct target or objective are accomplish (Bass, 1990).

Several studies lead to the relationship between transactional leadership and organizational identification (Epitropaki and Martin, 2005), organizational effectiveness (Bass and Riggio, 2006), organizational commitment (Jabeen et al., 2015).

In the concern of the transactional leadership dimensions, contingent reward and active management by exception were identified have a positive relationship with affective commitment (Lo et al., 2009; Mesu et al., 2012). Therefore, the following statement is proposed:

Proposition 3: Transactional leadership positively affects affective commitment.

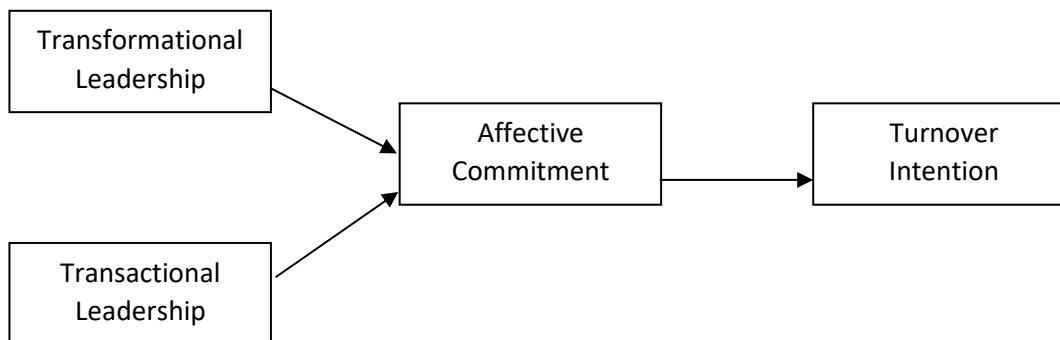


Figure 1: Conceptual Framework

Conclusion and Research Implications

The study set out to improve our insights into a potential mechanism in which affective commitment through transformational and transactional leadership influence the turnover intention of the employee. This study revealed the relationship in the proposed conceptual framework (Figure 1) and to reduce turnover intention by inspiring employees' emotional attachment through a responsible leadership with affective commitment.

Two aspects explained the study of this paper. First, this study gives numerous support in the relationship between transformational and transactional leadership effects to affective commitment. For example, transformational and transactional leadership may not directly be related to employees' likely intention to quit. It can be explained that even transformational and transactional leadership may bring to less in intentions of turnover but it is not the only element that brings on employees' intended (Awang et al., 2013; Leong, 2017). Therefore, the inspiration of transformational and transactional leadership was one of the factors that minimize the intention of leaving. Second, the study of this paper proposes when transformational and transactional leadership affected by other elements for instance affective commitment, the impact of intention to quit for employees will be different too. Nevertheless, according to the study of Christian and Ellis (2014) and Haque et al. (2017) mentioned even if transformation and transactional leadership is not practices in an organization, or a cost incurred when revolution to the correct leadership approach in the organization, we still can make an effort to improved affective commitment to the employees and reduce their turnover rate.

Few recommendations are provided in this paper. First, a manager in an organization can be further support to employees in terms of their affective needs through observation and recognizing of their vulnerabilities. Such as difference of target setting or work distribution by consideration of their particular duties, abilities, and life situation. Through those activities, arrangements are likely to improve the affective commitment to the employee. Second, various studies indicated that each individual is different from their personality and character which is related to leadership consequences (Bass, 1990; Bennis, 1994). As such, managers are suggested to understand each employee in terms of their motives and values. Finally, for responsible managers who are matched with the corporate culture, an organization is recommended to recognized manager's values but not only consider their current qualifications and related job skills (Stahl and De Luque, 2014). To enhance affective commitment and reduce quit intention, it is also important for an organization to give proper training to improved manager's skills in respective leadership.

The purpose of this paper can add value and contribute knowledge to any organization as well as for practitioners. This paper also can provide the organization an understanding of which elements that might influence the employees to realize affective commitment in the organization which eventually improves their performance and success to the organization. A clearer understanding of these processes helps develop managerial competencies in the affective commitment context.

As the above discussion summarizes, in the past studies have determinants of employee's perception of their level of affective commitment but with the increase of the global competition, the organization needed to be more flexible and realized in their leadership style in their management ethic to employees. Whereas, the present paper understands the difference leadership management effect of the implementation and identifies significance towards the affective commitment of employees of the organization. Thus, the empirical measurement of the affective commitment of this study is considered to be a significant contribution to the literature.

This paper first and foremost concerned with transformational leadership, transactional leadership, and affective commitment that affect employees' turnover intention. It seeks to contribute to the co-creation literature by exploring affective commitment from the employees' perspective. Therefore, the framework presented in this paper would be useful for practitioners to understand the influence between leadership styles and turnover intention in affective commitment context.

Furthermore, this conceptual paper will contribute to the practices besides its theoretical contribution. It will give an idea to managers of the organization an understanding of the awareness of affective commitment. It is also an approach to the organization to the identification and leading a strong affective commitment to creating a positive relation to obligatory work performance in the organization. (Allen and Meyer, 1990). Therefore, managers can use the result of this study to create a more efficient and effective way in activities to improve their current performance.

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