

**TRANSFORMATIONAL LEADERSHIP AND EMPLOYEE TURNOVER  
INTENTION: A STUDY IN A MANUFACTURING BASED COMPANY  
IN MALAYSIA**

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A dissertation submitted in partial fulfillment of the requirements for the award of the  
degree of Master of Science Human Resource Development

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**SEPTEMBER 2013**

## ACKNOWLEDGEMENT

I may not have another chance on bended knee to offer my sincere gratitude to several individuals who in one way or another contributed and extended their valuable assistance in the preparation and completion of this study.

First and foremost, I would like to dedicate my sincere thanks to my Supervisor PM. Dr. Ishak Bin Mad Shah, who has supported me throughout my research with his patience and knowledge whilst allowing me the room to work in my own way. I attribute the level of my Masters degree to his encouragement and effort and without him this research work would not have been completed or written. One simply could not wish for a better or friendlier supervisor.

I am highly indebted to the staffs of the institution I studied for their assistance in providing necessary information which help me in completion of this research work. Nevertheless, my special gratitude is due to my parents, siblings and all family members for their loving support.

I owe my loving thanks to my husband Gangkatharan, my daughters Deshigaa and Charvetha. Without their encouragement and understanding it would have been impossible for me to finish this work.

Last but not least, I wish to avail myself of this opportunity, express a sense of gratitude and love to my friends Mr. Loga, Mr. Khairi, Sajitha, Mr. Puvi, and all of those who supported me in any respect during the completion of the research.

Once again thanks for everything  
Sincerely,  
Sangeetha Amayappan

## ABSTRACT

Employee turnover intention has always been essential issue to the ongoing success of organizations. The purpose of this study is to examine the relationship between transformational leadership styles and employee turnover intention. Besides, the study also intended to identify the most appropriate dimension of transformational leadership style that contributes to employee turnover intention. The research was conducted at one of the manufacturing based organization in Malaysia. About 152 employees participated in this research. A set of research instruments were used to obtain the data. The multifactor leadership questionnaire (MLQ) developed by Bass (1985) is used to measure transformational leadership style practiced by the heads of department within the organization. Whereas, the employee turnover intention measured through the questionnaires developed by Suguna (2012) and Hafizudin (2012) respectively. The data collected, were analyzed using the descriptive statistics which are the mean, percentage and inferential statistic like pearson correlation coefficient and the multiple regressions. The results showed that, transformational leadership styles have negative and significant relationship with employee turnover intention, which means the more the leaders practice transformational leadership styles, the less of employee turnover intention will take place in the organization. The results further explained that the leaders, in fact practice more Idealized Influence dimension of transformational leadership as compared to other dimensions. In addition, the study has proven that the transformational leadership style contributed towards employee turnover intention. Based on the results obtained, the researcher has made some recommendations to the organization concerned and also for future researchers who might be interested to further their study in either in transformational leadership style or employee turnover intention.

## ABSTRAK

Pusing ganti pekerja adalah isu yang sangat penting untuk kejayaan sesebuah organisasi. Kajian ini bertujuan untuk mengenal pasti hubungan antara gaya kepimpinan transformasi dengan pusing ganti pekerja. Selain daripada itu, kajian ini juga bertujuan untuk mengetahui dimensi gaya kepimpinan transformasi yang paling mempengaruhi pusing ganti pekerja di tempat kajian. Kajian ini dibuat di salah sebuah kilang pembuatan di Malaysia. Seramai 152 orang pekerja telah terlibat dalam kajian ini. Satu set alat ukur kajian telah digunakan dalam kajian ini. Borang soal silidik "Multifactor Leadership Questionnaire" yang dikemukakan oleh Bass (1985) telah digunakan untuk pengumpulan data bagi mengenalpasti gaya kepimpinan transformasi yang dipraktikkan di dalam organisasi. Manakala, pusing ganti pekerja pula diukur melalui borang soal silidik yang dikemukakan oleh Suguna (2012) dan Hafizuddin (2012) masing-masing. Data yang dikumpul dianalisis dengan statistik diskriptif, iaitu min, peratus dan statistik inferensi seperti korelasi dan regresi berganda. Hasil kajian menunjukkan bahawa, gaya kepimpinan transformasi mempunyai hubungan negatif yang signifikan dengan pusing ganti pekerja. Ini menunjukkan bahawa semakin diamalkan gaya kepimpinan transformasi semakin kerap dapat mengurangkan pusing ganti pekerja di kalangan para pekerja organisasi tersebut. Seterusnya, kajian ini membuktikan bahawa ketua-ketua jabatan lebih cenderung mengamalkan dimensi pengaruh ideal (*Idealized Influence*) antara dimensi-dimensi gaya kepimpinan transformasi. Selain itu, kajian juga telah membuktikan bahawa gaya kepimpinan transformasi mempengaruhi pusing ganti pekerja di organisasi berkenaan. Dengan itu, beberapa cadangan telah dikemukakan kepada organisasi yang dikaji dan juga untuk pengaji-pengkaji pada masa depan yang ingin mendalami kajian dalam bidang kepimpinan transformasi mahupun pusing ganti pekerja.