MODELLING TURNOVER INTENTION AMONG FRONTLINE EMPLOYEES IN THE MALAYSIAN RETAIL AND SERVICES INDUSTRY

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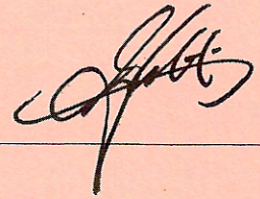
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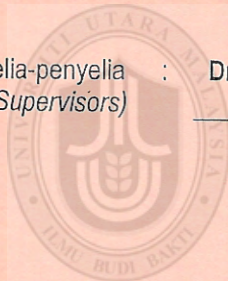(Title of the Thesis / Dissertation) : **Modelling Turnover Intention among Frontline Employees in the Malaysian Retail and Services Industry**
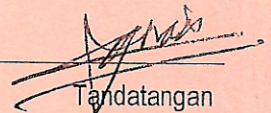
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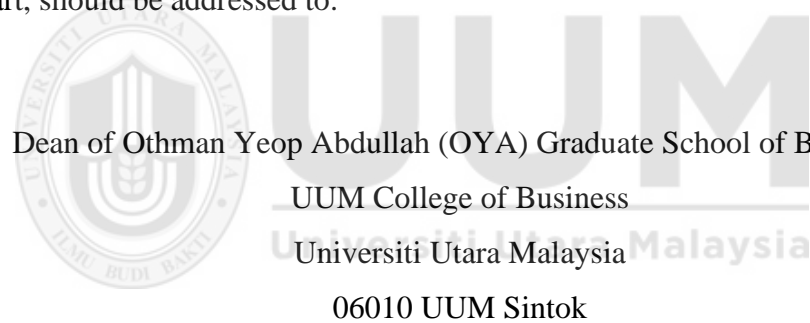(Name of Supervisor/Supervisors) :   Dr. Awanis Ku Ishak

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Abstrak

Masalah dalam mengekalkan pekerja barisan hadapan terutamanya dalam industri peruncitan dan perkhidmatan telah menjadi tumpuan ahli akademik dan pihak industri di negara maju mahu pun negara membangun memandangkan kadar perolehan pekerja adalah tinggi. Menurut ILMIA, kadar perolehan industri peruncitan dan perkhidmatan di Malaysia meningkat secara beransur-ansur; dan situasi itu telah mewujudkan kebimbangan yang serius dalam usaha mengekalkan pekerja barisan hadapan dalam industri ini. Oleh itu, kajian ini dijalankan untuk melihat sejauh mana komitmen organisasi, kepemimpinan transformasi dan budaya organisasi mempengaruhi niat perolehan pekerja dalam industri peruncitan dan perkhidmatan Malaysia, dengan menggunakan Teori Tindakan Beralasan (TRA) sebagai teori asas. Malah, kajian ini juga melihat komitmen organisasi sebagai pengantara. Kajian ini menjalankan analisis faktor pengesahan dan analisis model yang sesuai melalui AMOS. Responden adalah dalam kalangan pekerja di bawah Persatuan Rantaian Peruncitan Malaysia. Enam syarikat terlibat dalam kajian ini dengan jumlah sebanyak 389 responden. Dalam kaji selidik, kajian ini menggunakan teknik pensampelan rawak mudah. Penemuan mendedahkan bahawa semua pemboleh ubah telah diuji dengan norma boleh diterima yang membolehkan penyelidik menggunakan AMOS sebagai alat analisis. Hasilnya menunjukkan bahawa terdapat hubungan yang signifikan di antara pemboleh ubah; sementara komitmen organisasi pula adalah pengantara yang sesuai. Analisis model terbukti baik, memaparkan nilai p yang signifikan, dengan corak matriks yang kuat untuk dimensi konstruk. Sumbangan secara teori menunjukkan hubungan dan pengaruh yang kuat antara satu sama lain bagi keempat-empat konstruk dalam satu model tunggal, dan menunjukkan pemahaman sejauh mana pemboleh ubah ramalan mengenai niat perolehan. Selain itu, sumbangan praktikal menunjukkan penyelesaian yang mungkin melibatkan kepemimpinan transformasi, menekankan komitmen organisasi, dan menyesuaikan budaya organisasi dalam senario industri peruncitan dan perkhidmatan, untuk mengurangkan perolehan pekerja, meningkatkan prestasi dan mengurangkan kos pengambilan dan latihan.

Kata kunci: niat perolehan, komitmen organisasi, kepemimpinan transformasi, budaya organisasi, industri peruncitan dan perkhidmatan di Malaysia

Abstract

Problem in retaining frontline employees especially in the retail and services industry has continuously been a subject of concern to both academicians and practitioners in developed and developing countries since the employees' turnover rate is high. According to ILMIA, the retail and services industry's turnover rate in Malaysia is gradually increasing; thus, creating serious concerns on efforts to retain frontline employees in this industry. Hence, this study was conducted to look into the extent organizational commitment, transformational leadership and organizational culture influence the turnover intention of employees in the Malaysian retail and services industry, by using the Theory of Reasoned Action (TRA) as the underpinning theory. In fact, this study also looked into organizational commitment as a mediator. The study conducted the confirmatory factor analysis and the model fit analysis via AMOS. The respondents were employees of the Malaysia Retail Chain Association members. Six companies were involved in the study with 389 respondents. The study utilized the simple random sampling technique, in the survey. The findings revealed that all the variables were tested with acceptable normality that permitted the researcher to use AMOS as an analysis tool. The result revealed significant relationships among the variables; whilst organizational commitment was a possible mediator. The model fit analysis proved to be good, displaying significant p-value, entailed with a strong pattern matrix for the constructs' dimensions. The theoretical contribution of the study is that it shows strong linkages and influences of the four constructs toward each other in one single model, and demonstrates the understanding of the extent of prediction variables on turnover intention. The practical contribution is that it reveals a possible solution involving transformational leaders, emphasizing organizational commitment and acclimatizing the organizational culture in the retail and services industry scenario in order to reduce employees' turnover, to improve performance and to reduce recruitment and training costs.

Keywords
Turnover intention, organizational commitment, transformational leadership, organizational culture, retail and services industry of Malaysia.

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I wish to acknowledge the effort that Dr. Awanis Ku Ishak and Dr. Al-ekam, Jamal Mohammed Esmail in coaching, guiding and encouraging me during the period of reformatting the thesis and analyzing of data.

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Finally, I wish to dedicate this dissertation first to God and then my family and friends for their support throughout these years while preparing for this dissertation. They allow me to play a big part in their lives by allowing me to impart and influence their lives in many good ways about choices in life, good values, learning, discipline, perseverance, commitment and a heart of contribution to the world around us.

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List of Abbreviations

ACCCIM	Associated Chinese Chambers of Commerce & Industry of Malaysia
AffeCom	Affective Commitment
AGFI	Adjusted Goodness-of-Fit Index
AVE	Average Variance Extracted
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CI	Confidence Interval
CMIN/DF	Chi Square Statistics
Compe	Competitiveness
ContCom	Continuance Commitment
Contg	Contingency
CR	Composite Reliability
EFA	Exploratory Factor Analysis
EMC	Employer Mandatory Commitment
EPU	Economic Planning Unit
ETP	Economic Transformation Program
DEFF	Design Effect
FRL	Full Range Leadership Theory
FSSHiP	Fundamental Structure of Sustainable High-Performance Model
GDP	Gross Domestic Product
GFI	Goodness-of-Fit Index
GM	Generated Model
GNI	Gross National Income
GTL	Global Transformational Leadership scale
IC	Individual Consideration
Idea	Idealized
II	Idealized Influence
ILMIA	Institute of Labour Market Information and Analysis
IM	Inspirational Motivation
Indiv	Individual
Innova	Innovation
Inspire	Inspirational
Intel	Intellectual
IS	Intellectual Stimulations
IT	Information Technology
ITES	Information Technology Enabled Service
KMO	Kaiser-Meyer-Olkin
Laiss	Laissez Faire
LPI	Leadership Practice Inventory
MbE	Management by Excepional
MDEC	Malaysia Digital Economy Corporation
MDTCC	Ministry of Domestic Trade, Co-operatives and Consumerism
MLQ-6S	Multifactor Leadership Questionnaires
MOHE	Ministry of Higher Education
MOHR	Ministry of Human Resources
MPC	Malaysia Productivity Corporation

MRCA	Malaysia Retail Chain Association
NFI	Normed Fit Index
NKEA	National Key Economic Area
NormCom	Normative Commitment
PCA	Principal Component Analysis
Perfm	Performance
OCP	Organizational Culture Profile
OCQ	Organizational Commitment Questionnaire
Rewar	Rewards
RMSEA	Root Mean Square Error of Approximation
SEM	Structural Equation Modeling
SHiP	Sustainable High-Performance Organization
SMC	Square Multiple Correlation
SME	Small Medium Enterprise
Social	Social Responsibility
SPSS	Statistical Package for Social Science
Stabl	Stability
Support	Supportive
TI	Turnover Intention
TNC	Transnational Corporations
TRA	Theory of Reasoned Action
Turnov	Turnover
VIF	Variance Influence Factor
VRIN	Valuable, Rare, Incomparable and Non-substitutable
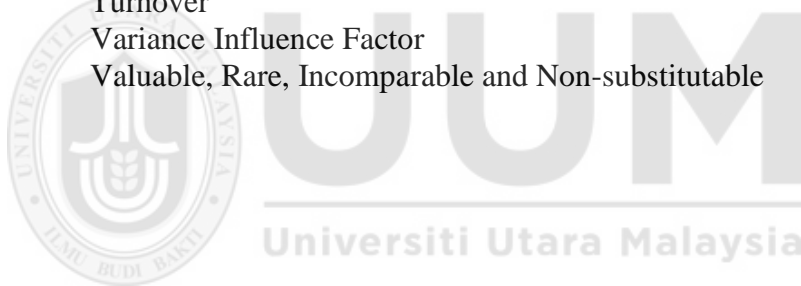
CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

1.1.1 The Significant of Wholesale, Retail and Services Industry in Malaysia

In Malaysia the wholesale, retail and services industry contributes a significant portion to the economy, as indicated in Table 1.1 and Table 1.2., about 20 percent (RM283.6 billion, the second highest after manufacturing sector, which was at 22 percent) of the total Gross Domestic Product (GDP) of Malaysia according to 2018's Bank Negara Malaysia and Department of Statistics of Malaysia (Bank Negara Malaysia, 2018); just within retail industry itself it provides closed to a million (993,000) jobs (Economic Planning Unit, 2016).

Table 1.1
GDP by Industries

Gross Domestic Product		2018	
	RM Billion	% p.a.	% to GDP
Supply (in constant 2010 prices)			
Agriculture	110.61	-7	
Mining and quarrying	137.55	12	
Manufacturing	313.81	4	22
Construction	68.81	5	
Electricity, gas and water	37.47	7	
Transport, storage and communication	130.53	9	
Wholesale and retail trade, motor vehicles,			
Accommodation, food & beverage	**283.60**	**9**	**20**
Finance and insurance, real estate			
And business services	153.47	7	
Government services	115.25	4	
Other services	61.25	7	
Plus: Import duties	17.49	-9	
GDP at purchasers' value	**1,429.84**		

Source: Bank Negara Malaysia and Department of Statistics Malaysia

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Table 1.2
Distributive Trade by Industries

RM	2012 Level	2012 %p.a.	2013 Level	2013 %p.a.	2014 Level	2014 %p.a.	2015 Level	2015 %p.a.
Distributive Trade								
Wholesale								
Values of sales(mil)	429,022	4.0	444,774	3.7	471,945	6.1	493.079	4.5
Number of workers('000)	393	1.2	398	1.4	406	2.0	417	2.7
Salaries & wages(mil)	12,621	6.0	13,126	4.0	14.054	7.1	14,985	6.6
Retail								
Values of sales(mil)	284,305	7.4	309,475	8.9	343,678	11.1	371,586	8.1
Number of workers('000)	935	1.2	950	1.6	969	2.0	**993**	2.5
Salaries & wages(mil)	17,994	9.8	19,815	10.1	20,677	4.4	21,514	4.0

Source: Department of Statistics Malaysia

Paradoxically, under wholesale, retail and services industry of Malaysia, according to (Institute of Labour Market Information and Analysis (ILMIA), 2018), up to 23.6% of the establishments are facing a pandemic employees' turnover situation with 25.1% to more than 35.7% of employees quitting their job assiduously. Considering the dogged problem of high turnover, the researcher decided to focus on the turnover intention of employees in the industry, with the determinate objective to arrest the issue (high turnover) before the issue comes into existence; by then those employees might have left their organizations for which it is already too late and rather costly for the management to take any appropriate action. Indubitably, according to Michaels and Spector (1982), Lee and Mowday (1987), and Abrams, Ando, and Hinkle (1998) that turnover intention is a main factor variable in sculpting off employee turnover behavior and intention, and it is recognized as the most important predictor of employee's turnover.

The issue of turnover was further attested by World Bank's survey conducted on Malaysia Small Medium Enterprise (SME), as cited by Long and Thean (2011), that it

registered as high as 20 percent of turnover rate. Incidentally, Nair, Salleh and Nair (2014) also claimed that Department of Statistics Malaysia (2013) in their recent survey had further sealed the annual retail industry employees' turnover rate where it was tracked closed to 18 percent for the period of July 2010 to June 2011. Which means that the high employee turnover will hamper the organization from achieving its strategic goals and objectives, as a result, it may thwart the development of the local retail and services industry and usher in an on slot competition from Transnational Corporations (TNC), which may further widen the gap of these local retailers the opportunity to become sustainable high performance organizations (Shaw et al., 1999; Basker et al., 2007; Wrigley, 2010). Coupled with that, according to eleventh Malaysia Plan 2010 to 2020 report, it lamented that Malaysia had seriously lagged behind in productivity when compared to other developed nations like the United States and South Korea by 32 percentage points and 56 percentage points apart, of which they claimed that it was affected by employee disengagement (EPU, 2015).
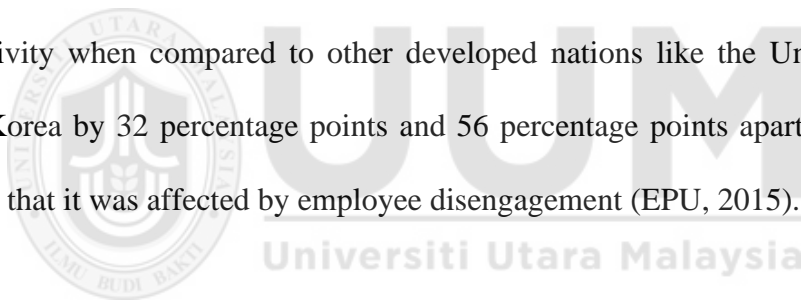
Competition in retail industry in Malaysia has heightened as globalization has ushered in new concepts of retailers into Malaysia market; the new Transnational Corporations (TNCs) like Ikea, Marks and Spencer, hypermarkets like Giant and Tesco, and mall management like Capital Malls and AEON (Hassan & Rahman, 2012). These modern retailers offer huge product labels, brands, quality, price and choices (Burt & Steve, 2000; Barros, 2006). They provide modern, clean, efficient and safe shopping environment, quality services and products, as compared to traditional local retailers (Alexander & Myers, 1999). As a result, many of the small independent retailers were replaced by these larger TNCs in terms of sales, profit and market-share (Hare, 2003;

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Gonzalez-Benito, 2005; Jones, Hillier, Comfort, & Eastwood, 2005; Hassan, Mahsud, Yukl, & Prussia, 2013).

Performance of retail and services industry around the world particularly in emerging countries like Malaysia has received substantial consideration by scholars and practitioners worldwide (Lewicki, McAllister, & Bies, 1998; Reardon & Berdegue, 2002; Farina, 2002; Tosonboon, 2003; Hitoshi, 2003; Dries & Swinnen, 2004; Reardon & Swinnen, 2004; Chen, Shepherd, & da Silva, 2005; Salleh, Nair, & Harun, 2012; Mariam, 2014; Nizam & Hoshino, 2015). According to them, the effort to improve production in terms of technology and hardware like information technology, purchasing and inventory control system, consumer point of sales system, enterprise resource planning, and warehousing and distribution system are tremendous and evident through the increase in revenue contribution in Malaysia's retail and services industry. Furthermore, the other intangible contributions are the western management philosophy and techniques like on-time delivery, productivity, efficiency, pricing, product quality and payment systems have also enabled the locals to leap frogged in business standard and practices (Kaliappan, Rokiah & Kalthom, 2009).

The ambition of the Malaysian government is to develop Malaysia into a shopping paradise in the region, and the goal of National Key Economic Area (NKEA) is to get retail sector to deliver an extra RM107.8 billion per year to GNI by 2020 in addition to the RM57.2 billion that it attained in 2009; in other words, a total of RM165.0 billion per year shall be added to Gross National Income (GNI) by the year 2020. In fact, according to Pemandu (2013), NKEA's Economic Transformation Program (ETP), the

government plans to create an addition 370,000 new employments over the period of next 10 years (Pemandu, 2013).

The Government has planned to increase participation of the local retailers through mobilization of hypermarket development as part of the developmental plan to help smaller local companies to gain a foothold in both local and global levels by introducing new products and services, and invest in infrastructure and technology (Hassan, Mahsud, Yukl, & Prussia, 2013). In order to improve the level of competency, Malaysia needs to innovate and modernize, at the same time to adopt best practices from the developed world and foster the capacity to become the sustainable high performance companies in Malaysia (Pemandu, 2010b).

Even though the government provided substantial help and attention to retail and services industry of Malaysia, the industry still lagged behind in good knowledge of management concepts and practices; like transformational leadership and effective organizational culture. More than 60 percent of the country's GDP stems from domestic consumption, and retail and services industry represent the fourth highest contributor among the 12 National Key Economic Areas (NKEA) to the Gross National Income (GNI). Retail was known to contribute to the enlarging pie of share to the GDP for the last three years, in 2010 alone it added RM100.6 billion to the coffer, in 2011 retail it added another RM114.4 billion, latest in 2012 it added another RM125 billion to the GDP (Pemandu, 2013). The entire retail contributed about RM156 billion to GNI in 2013 and created about 454,190 new jobs in the same year under wholesale and retail industry (Pemandu, 2013). NKEA has planned to increase another RM84 billion to GNI and add an additional 400 thousand jobs for the next 10 years through the

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wholesale and retail industry (Pemandu, 2010a). In spite of the positive trends and huge government support and spending as mentioned earlier, there is still plenty of room for further advancement in retail and services industry capability and resources. As a matter of fact, understanding how leadership, organizational culture and some other factors affect the performance of the retail industry are still considerably inadequate (Ismial, 2012; Sam, Tahir, & Bakar, 2012).

Despite the influx of technological and ideological advancement in the retail and services industry of Malaysia in recent years, yet Pemandu's (2010b) studies showed that the industry still wadded behind in employing effective leadership principles (transformational) and proficient organizational culture in nurturing right kind of organization commitment. As a result, it manifested high attrition and low productivity rates in the industry, which has become a big concern to the leadership of retail and services industry. In view of the above, the research shall exuberate in focus to study the issue of turnover intention conjointly with organizational commitment, leadership and culture in the retail and services industry of Malaysia. In other words, if organizations were able to lower the turnover intention, the higher shall be the organizational commitment and consequently increase in productivity and revenue performance.

1.1.2 High Frontline Employees Turnover a Subject of Concern

High Frontline employees turnover has continuously been a subject of concern to both academicians and practitioners of both the developed and developing worlds (Salleh et al., 2012a). In Malaysia, the retail and services employees' turnover rate was as high as 18% (Malaysian Employers Federation, 2011). According to Mayfield and Mayfield

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(2002), and Nair, Salleh, and Nair (2014) that one of the greatest challenge that retail and services industry has to face is the lack of employee commitment, and Mayfield and Mayfield further claimed that 34% of turnover is attributed to organizational commitment and the inhering replacement cost for the resigned personnel; which can be as high as 150% of the salary of the leaving person.

Indeed, according to many researchers, another great challenge that retail and services industry of Malaysia encounter at this moment is the lack of employees' commitment to their organization, which is said to manifest itself through high employee turnover (Salleh et al., 2012a). Clayton, Lynch, and Kerry (2007) claimed that the intensity of employees' commitment to their company is deeply connected to turnover, job satisfaction, job performance, attitude and motivation. In view of lack of employees' commitment, which manifested itself through high turnover, research on employee turnover intention has become one of the important studies in organizational research for the last five decades (Maertz & Campion, 2004; Holtom, Mitchell, Lee, & Eberly, 2008; Lee, Chen, Wang, & Dadura, 2010; Maertz, 2012). According to Mohd Nazari Ismail and Lim (2007), those organizations that fail to lower their employees' turnover will expect to lose out in their competitive edge against others in the long term.

In view of the seriousness of the problems, the researcher decided to plow into literatures to decipher various attitudinal and affection predictors of employees' turnover. However, according to Fazio, Gong, Sims, and Yurova (2017) that turnover intention has long been studied extensively by many scholars, and it has also been recognized as the important pointer to turnover behavior, with the objective to uncover employee attitude and to deter them from quitting.

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Nonetheless, there are ample of empirical evidences exhibiting that organizational commitment predicts the employee behavior like absenteeism and turnover (Sinclair, Tucker, Cullen, & Wright, 2005; Jaros, 2007). According to one of the most renowned theorists in the study of organizational behavior, Meyer and Allen (1984), suggests that organizational commitment produces an encouraging result for management in dealing with absenteeism, turnover and delivering good performance. Salleh, Nair, and Harun (2012) in their recent study in retail industry of Malaysia found that there is a convincing evidence of high covariance coefficient between organizational commitment and staff turnover intention. Mathieu and Zajac, (1990) performed meta-analysis over the organizational commitment and established that organizational commitment has indeed significantly influenced turnover intention. Incidentally, Coff and Raffiee (2015) claimed that when organization increased the employees' affective commitment, it will decelerate their turnover intention. In view of the great importance of organizational commitment, most organizational behavioral studies for the last few decades have been devoted to the study of organizational commitment and its effect on turnover intention.

Nevertheless, according to Abbasi and Hollman (2000), and Mossholder and Settoon (2005) organizations that are experiencing high turnover has high probability that they also encountered poor leadership. Understanding of high operation cost of employees' turnover, leadership should seriously handle the turnover intention in the organization purposefully. Indeed, Allen et al. (2009), and Cowden and Cummings (2011) claimed that employees' turnover intention is closely related to their association and connection with their immediate superior. Avolio, Zhu, Koh, and Bhatia (2004), Avolio and

Gardner (2005), and Wong and Cummings (2009) suggested that the effective leaders required to cultivate trust, respect and affirmative work climate, of which they are recognized to prevent employees from quitting. Lynn and Redman (2005), Lacey et al., (2007), Chen, Chu, Wang, and Lin (2008) Lu, Tu, Li, and Ho (2016) further suggested that when leadership shows support to their employees, they will entice employees to remain with the organization. Furthermore, Strachota, Normandin, O'Brien, Clary, and Krukow (2003) claimed that employees left their organization because they were upset with leadership for their lack of care and support. Incidentally, the above qualities that all the above scholars elucidated closely resembles the four characteristics of transformational leadership, which this research would embark on.

As a matter of fact, Boyle, Bott, Hansen, Woods, and Roma (1999), and Doran et al. (2004) both claimed that there is a significant linked between turnover intention and transformational leadership. Mathieu and Zajac (1990), Rhoades and Eisenberger (2002) and Allen and Shanock (2013) all suggested that transformational leadership in terms of support, care and involvement, and affective commitment, are indeed the strong predictors of employees' turnover intention. Kara, Uysal, and Sirgy (2013) claimed that transformational leadership directly affects employee success and achievement, and reduces their turnover intention. Similarly, Chang and Wang (2013) performed a multilevel research in Taiwan on individual and retail level, he found that transformational leadership is linked directly to turnover intention, it reduces turnover and increases profitability of the organization. In fact, there are large numbers of imperial evidence which shows transformational leadership has positively impacted work attitude, commitment, trust (Top, Tarcan, Tekingündüz, & Hikmet, 2013) work performance (Judge and Piccolo, 2004; and Aryee & Chu, 2012), inverse response to

turnover intention (Alexandrov, Babakus, ad Yavas, 2007; Dupré & Day, 2007) and turnover (Burton & Peachey, 2009; Wells & Peachey, 2011). As a matter of fact, Wells and Peachey (2011) whom previously studied job satisfaction as the mediator to leadership and turnover intention, in their later stage suggested that researchers should explore a brand new framework of having organizational commitment as the mediator to leadership and turnover intention for future studies.

Over the last 20 years, many research articles were produced to deliberate on organizational culture that promotes organizational trust. Corporate social responsibility showed deep connection between organizational commitment and turnover intention (Islam, Ahmed, & Norulkamar, 2015). According to Sung and Joo (2011), organizations that practice learning culture appeal to quality employees and increase their commitment to their organization, at the same time reduces their turnover intention (Perryer, Jordan, Firns & Travaglione, 2010). Arnold and Dupré (2012) has further suggested that organizations which provides good supportive work culture, will appeal to employees and further enhance employees' commitment and lessen their turnover intention (Perryer et al., 2010; Ahmed, 2014).

Park and Kim (2009) conducted their research in a hospital using the sample of Korean nurses and found that among the dimensions of organizational culture, consensual culture does predict better in terms of turnover intention among the employees. They went on further and suggested that job satisfaction significantly meditates organizational culture and turnover intention of employees. In other words, for the past two decades, many studies had been conducted on how certain organizational cultures can help to reduce turnover intention and decrease employees' turnover. In views of

the above rich empirical evidence, the researcher intends to enlist organizational culture as one of the key constructs to study and improve the turnover intention in retail and services industry of Malaysia.

In December 2016, the researcher conducted an interview and observation with twelve (12) senior managers from the retail and services industry who are responsible for the retail and franchise operations in Malaysia market. Below are some of the common challenges those managers face in their respective companies, they are: i) substantially high turnover of the retail employees (front liners), with close to 20% to 30% of their entire retail employment, ii) organizations suffer from low productivity due to non-continuity when the frontline employees resign, and incurs high recruitment and retraining cost, iii) loss of sales opportunity due to insufficient manpower and low employees' commitment, iv) difficulty of garnering frontline retail employees' commitment, as employees do not want to commit themselves for long term in the same organization, and also to the graveyard type of working schedule and calendar, v) coupled with the difficulty of getting them to assimilate to the organizational culture by abetting them to cultivate the shared goals, shared knowledge and shared values of their organizations, vi) incapable of getting the store managers or area managers to portray the right kind of leadership to motivate the front-liners, and v) difficulty of instilling and/or cultivating the right and consistent organizational culture throughout the outlets.

Furthermore, on various occasions in the month of March 2017, the researcher conducted several interview sessions with seventeen (17) frontline employees from ten (10) of the prominent retail chain companies in Malaysia, i.e. 7-Eleven, 99-Speedmart, Bata, Focus Point, Guardians Health & Beauty, KK Mart, Mydin, The Body Shop,

Universal Traveller and Watson's Personal Care Stores. The researcher asked them to prioritize some of the most challenging problems that they encountered on a daily basis, and almost all of them provided consistent answers except for one company. The common challenges listed in terms of severity are as follows: i) contagious high turnover of frontline employees, as a matter of fact, some employees even turned up to work as short as half a day or two days the most, ii) prolong manpower shortage due to the above, which has become a vicious cycle by itself , iii) challenges for the employees to harness commitment due to low pay, poor motivation, long and odd working hours without much freedom or flexibility, iv) poor working and organizational culture, as a result, employees distrust each other and also their superiors, iv) poor attitude and low quality of frontline employees, and v) employees losing confidence of the leadership due to poor leadership capabilities and practices, as employees perceived their superiors as rather uncaring, people without good values, uninterested in motivating or developing them, in other words they lose sight of the company's goals and direction.

Among the bitter complaints from these front-liners, there was only one scarce but well-established retail chain company whose employees expressed very high opinions about their leadership and organizational culture. According to them, the leadership showed great sense of caring, they were well connected to the people they inspired and developed the front-liners. They were rigorous in describing the leadership as transformational, with providence of clear direction and instill the employees with good core values and teamwork; and most of the staff had worked with the same company for more than 3 years and some even 20 years. This rare display of commitment by the frontline employees toward this particular company is because the leadership team undeniably exhibited almost all of the four key characteristics of transformational

leadership behavior, which are i) idealized influence, ii) inspirational motivation, iii) intellectual stimulation and iv) individualized consideration (Walumbwa, Avolio, & Zhu, 2008); the organizational culture of the company is particularly competitive, stable, innovative, supportive and responsible (Sarros, Gray, & Densten, 2002). There is a consistent upshot of the two interview sessions, as both the retail management and the frontline staff concomitantly pointed out that high turnover is indeed the number one problem that the retail and services industry have to encounter daily.

Persistent turnover problem, low commitment and productivity issues have saturated the retail and services industry of Malaysia. They have continuously been the topics of fracas among the practitioners and academicians (Salleh et al., 2012a), which have heightened the Malaysia government's attention and assistance to the industry. In view of the severity of the issues, the researcher decided to conduct two major interviews with both the industry's leadership and also with the front-liners; in addition to substantial effort in literature review of these subjects. The results of the above findings have further solidified the significance to study the turnover intention and commitment issues among the retail's employees, of which they were further gravitated by the deficiency of leadership and organizational culture in the retail and services industry of Malaysia. However, the above stopped gap measures like hiring of foreign workers, accelerating the government placement assistance program, etc. were all reactionists, they are not capable of dealing with the problem before it happened. Therefore, the researcher feels that the study of turnover intention will enable the leadership of the industry to predict and arrest the issue of turnover before it ever arises.

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1.2 Problem Statement

Turnover intention has persistently been the key fretfulness to the leadership across cultures and industries, as employees keep hitching on the turnover intention, it will eventually degrade their morale, hinder their abilities to foster commitment to their organization (Lee & Shin, 2005; Lutgen-Sandvik & Hood, 2016), and finally resolve to resign from their organization. The perennial problem of high turnover rate in retail and services industry of Malaysia (i.e. 18% as reported by Malaysian Employers Federation, 2011) is due to lack of organizational commitment and eventually created a colossal replacement cost problem, i.e. 150% of the salary of resigned employees claimed by Salleh, Nair, and Harun (2012b), coupled with loss of productivity and revenue have caused grievous concern to both the practitioners (as cited by the management through a series of interviews in early 2017) in retail and services industry and the government as a whole. In view of this unceasing turnover problem faced by most industries cross-culturally, Tüzün and Çetin (2014), and Nicholas and Mensah (2016) were determined to find solution(s) to resolve it. They began to realize that turnover intention is considered to be the dominant predictor of employees' turnover behavior as compared to other attitudinal or affective predictors. Therefore, the researcher decided to narrow down the study on turnover intention as an overriding important consequent variable so as to find a solution to resolve this pandemic turnover problem that the retail and services industries in Malaysia are encountering.

Indeed, many contemporary researchers like Lee, Hsu and Lien (2006), O'Connell, Matthew, and Kung (2007), Afacerilor., Fakhr, Shah, and Zaman (2010) claimed that the outcome of diminishing organizational commitment stemmed from high employee turnover has become a serious problem encountered by most organizations today; it

impairs direct and indirect costs of any enterprise like costs of recruitment, training of new recruits, losses in work continuity, coupled with effect in poorer morale and corporate image (Griffeth, Palich, & Hom, 1995; Bigliardi, Petroni, & Dormio, 2005; Balsam, Gifford, & Kim, 2007; O'Connell, Matthew & Kung, 2007). Long and Thean, (2011) further attested in their research that the consequences of high turnover intention would hamper the progress of companies in the way of blighting employees with low morale, degenerating productivity and increasing operation costs.

The recent study conducted by Institute of Labour Market Information and Analysis (ILMIA) (2018) reported on national employment returns, revealed that 17% of firms from wholesale and retail trade and other services sectors experienced more than 50% rate turnover, which has further confirmed the seriousness of turnover in the industry. As a matter of fact, the dysfunction of organizational commitment has also led to high turnover, and the consequential effect has increased in the overall operation costs. According to Gemignani (1998), Ramlall (2003) and Kenny (2007) research projection that the cost of hiring and training of a new recruit is about 50 to 150 percent of a worker's annual pay as compared to the cost of keeping the current employee. They further elaborated that a company will suffer further loss of productivity and revenue due to the initial learning curve of these newly hired employees.

Abbasi and Hollman (2000), Ghosh, Satyawadi, Prasad Joshi and Shadman (2013) claimed that the impairment in organizational commitment resulted in shortages of employees. As a result of that, the retail industry will continuously encounter the challenges of agonizing with high cost of operations along with loss of revenue and opportunities. Therefore, the study of turnover intention within the retail and services

industry will help to predict the frontline employees' turnover behavior, which will help the industry to produce practical knowledge in handling frontline employees' turnover and improve overall productivity.

Furthermore, the investigation of the independent variables, i.e. transformational leadership styles and organizational culture, might help the industry to find practical solutions in dealing with the management's attitudinal factors in affecting of turnover intention. In addition, the research would investigate on how organizational commitment can encourage and motivate employees' intention and action to remain in an organization or to quit. The study intends to utilize theory of reasoned action (TRA) to explore the management beliefs and their reasoning, followed by the employees' attitude and their intended action. In this case, they are the transformational leadership styles, organizational culture and organizational commitment explaining the intention (turnover intention) and predicting the behavior of the people; i.e. the intention to quit.

Moreover, the certain well-researched and validated factors which were established long ago by the large enterprises in the West have not been carried out in small medium enterprises (SMEs) especially in retail and services industry of Malaysia (Koene, Vogelaar, & Soeters, 2002; Nair, Salleh, & Nair, 2014). In other words, this study will help to bridge the gap by investigating the beliefs with regards to the characteristics of objects; in this case, the transformational leadership and organizational culture in affecting intention and behavior of employees by performing the various tests on the validity and reliability of the four (4) factors under the theory reasoned action (TRA), and the application and establishment of a sustainable competitive business model within retail and services industry of Malaysia. Abu Bakar, Mad, CA and Abdul Latif

(2006), Saleh and Ndubisi (2006), Aris (2007), and Bilal and Al Mqbali, (2015) claimed that most retail entrepreneurs/leadership have limited education discipline, and the understanding of best practices of the validated management concepts and principles are so constraint, and these would continuously hamstring their efforts in developing the sustainable performance organizations.

Transformational Leadership style and organizational culture are the integral components of management's beliefs system, which constitute as the key domains of this study.   The relationship and influence to the organization outcome via organizational commitment mediates the desired intention like turnover intention, which in turn depicts the behavioral action like turnover and performance for this research.   This study has decided to adopt the theory of reasoned action (TRA) as its key underpinning theory for the research framework, as it can clearly address the concept of management beliefs in predicting certain intention and action so that the leadership of the retailers can help to drive the industry to become sustainable competitiveness organizations.   Another justification for adopting TRA theory is to set up the theoretical foundation of this research, in view of the fact that it has been highly validated by multiple scholars from different cultures and nations (Glanz, Rimer, & Viswanath, 2015).   Robbins and Judge (2009) claimed that there are vast empirical evidences to show that TRA theory has been used to examine the stimulus-response and has also been used as the modern research standards for both the organization and management.

According to Attridge (2009) that leadership style particularly the visionary leadership found to be correlated with higher job satisfaction, organizational commitment and

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work engagement, but lesser correlation to turnover; even though it was closely related to the outcome of organization commitment. Meanwhile, Cotton and Hart (2003), Avolio, Zhu, Koh, and Puja (2004) and Attridge (2009) studies revealed that leadership style particularly the transformational leadership is significantly correlated with organizational commitment and employee engagement, even under diverse organizational and cultural backdrops. Hassan, Mahsud, Yukl, and Prussia (2013) and Northouse (2017) claimed that organization will successfully achieve its goals and objectives mostly due to its leadership styles, of which may have significant influence to employee job satisfaction, commitment and outcomes.

Many scholars and industrial people contended that organization performance is dependent on the quantum of the cultural values that were shared (Ouchi, 1981; Deal, T.E & Kennedy, 1982; Peters & Waterman, 1982; Kotter & Heskett, 1992; Denison, 1996). Some scholars also suggested that sustainable competitive edge of an organization is due to its unique competencies, and it is foretold that this exclusive property of an organization and organizational culture provides a base for organization to develop its competitive edge. As a matter of fact, many scholars advised that organizations should focus on the intangible benefits of the organizational culture than dwelling on the concrete objects of the organization (Prahalad & Bettis, 1986; Johnson, 1992). Research claimed that organizational culture is strongly related to various important outcomes, like turnover, employee satisfaction and so on (James & Tetrick, 1986; Rentsch, 1990; Brown & Leigh, 1996; Patterson et al., 2005). Morris and Bloom (2002), Calhoun et al. (2008) also suggested that a supportive leadership and organization culture elevate employees' job satisfaction, organizational commitment and performance. Moreover, Cooil, Aksoy, Keiningham, and Maryott (2009) claimed

that many studies have suggested that employees' view of positive culture within the organization would reduce the employees' turnover intention in retail industry. Yet, according to Bergsteiner, Jing and Avery (2013), so far, no study has been carried out to observe the association between organizational culture and performance in small businesses and professional services.

There are huge reservoirs of literature research and reviews on leadership style, organizational culture and organizational commitment. Many scholars contended that the outcome of leadership style and organizational culture on performance is not straightforward but intervened by other variables. Gül and Şahinv (2011) alleged that organizational commitment performs a good mediating role between transformational leadership, and turnover intention and job performance. Empirical evidence shows that the connection between job satisfaction, organizational commitment and organizational performance received an extensive research by many scholars worldwide as reflected in the management literatures (Allen & John, 1990; Parker & M.KohlmeyerIIIb, 2005; Bodla & Danish, 2009; Malik, Nawab, Naeem, & Danish, 2010; Suki, 2011). In addition, there are sizeable quantities of literature studying on organizational commitment, and they unveiled that it plays a strong mediating role between organizational culture, turnover intention and performance (Iverson, 1996; Suliman, 2002). This study notices that only limited studies have been carried out on all the above variables under one single model particularly in the retail and services industry of Malaysia or in any other emerging country (Lazidou, 2008; Leow, Bahron, and Kong, 2011; Juhdi, Pa'wan, & Hansaram, 2013).

According to Brown et al. (2003) that relationship between employees and their leader is key in assessing their organizational commitment, as mentioned earlier, some organizations are skewed toward transformational and the others are transaction or contingent oriented, therefore, their employees' commitment are relatively different. In other words, the immense dedication of study by scholars are largely due to its relation with issues that are deeply worried by the leadership with regards to the organizational commitment, absenteeism and turnover intention (Judge, T.A., Heller, D. & Mount, 2002). Many of these studies were conducted amongst the employees in the Western countries, but only limited research was conducted in Asia (Cotton & Tuttle, 1986). Moreover, according to Hamstra, Van Yperen, Wisse, and Sassenberg (2011), the study of transformational leadership impacting on employees' attitude over turnover intention have not obtained sufficient study in developing countries. The same thing was claimed by Hughes, Avey, and Nixon (2010) that the studies of commitment as mediating role with collectivist culture mostly originated from individualist Western culture.

In conclusion, in order to help organizations to deal with the pandemic turnover problem, Chang, Du, and Huang (2006) suggested to use TRA theory to explain the organizational beliefs, i.e. transformational leadership and organizational culture, mediated by the attitude of employees through organizational commitment, exemplified by subjective norm of intention (in this study it was insinuated as turnover intention), which in turn predicts the turnover behavior of the frontline employees for an organization. The integration of the above four variables into one single model; no resemblance of research has been conducted so far would contribute to the theoretical aspect (Kieu, 2010; Zehir, Ertosun, Zehir, & Müceldili, 2011). Research shows that

there is a considerable gap in the existing study of retail and services industry of Malaysia. According to Sam, Tahir and Bakar (2012) and Hashim, Ahmad and Zakaria (2012), the study of leadership in the context of Small Medium Enterprises (SMEs) in Malaysia is sufficiently low; of which retail and services industry contributed up to 20% to this sector. Similarly, in another study conducted by Wang and Poutziouris (2010) echoed the same that there is still limited research on leadership in small enterprises and most literature reviews were conducted in large organizations within the Western context, and they asserted that the ongoing research on leadership in SME arena may be able to bridge the gap and improve comprehension of organizational performance of SMEs. Thus, this research was intended to explore some key organizational constructs like organizational culture and transformational leadership in influencing the turnover intention and performance, based on the intervening factor like organizational commitment in retail and services industry in Malaysia.

Furthermore, Nair et al. (2014) claimed that there were insufficient studies conducted in Malaysia's retail industry over the organization consequences like frontline employees' attitudes, insights and experiences. They further encouraged that more research needs to be conducted within those various management factor variables to close the knowledge gap in those areas. Studies like these can be utilized as tools to help the Malaysian government and the industry in their ardent efforts to develop the retail and services industry, at the same time to correct the frontline employees' turnover intention and reduce their turnover rate. Saleh and Ndubisi (2006) and Samad (2012) also claimed that this study would also contribute to the practitioners of retail and services industry in Malaysia by improving in their organizational/leadership capability with greater effect on productivity, long-term organizational commitment,

improvement in workers' retention and performance in the industry. Another practical contribution of this study is in the area of turnover intention in retail and services industry, which will help the industry in developing practical knowledge in predicting frontline employees' turnover intention, in tackling turnover problems and ultimately to improve the overall organizational performance. In other words, the above findings revealed that there are sufficient gaps for researchers to pursue the study of turnover intention in conjunction with two independent variables like transformational leadership and organizational culture, together with the intervening variable like organizational commitment in contributing to the practical and academic solutions to retail and services industry in Malaysia.

1.3 Research Questions

The below research questions shall set the stage to guide this study according to the problem statement:

1. What is the level of transformational leadership, organizational culture, organizational commitment and turnover intention of retail and services industry employees (front liners) in Malaysia?

2. What is the correlation between transformational leadership, organizational culture, organizational commitment and turnover intention of retail and services industry employees (front liners) in Malaysia?

3. What is the prediction level of transformational leadership, organizational culture, organizational commitment on turnover intention of retail and services industry employees (front liners) in Malaysia?

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4. Is there any mediating effects of organizational commitment on the relationship between transformational leadership, organizational culture and turnover intention of retail and services industry in Malaysia?

1.4 Research Objectives

The present study targets to attain the followings objectives as follows:

1. To determine the level of transformational leadership, organizational culture, organizational commitment and turnover intention of retail and services industry employees (front liners) in Malaysia.

2. To examine the correlation between transformational leadership, organizational culture, organizational commitment and turnover intention of retail and services industry employees (front liners) in Malaysia.

3. To examine the prediction level of transformational leadership, organizational culture, organizational commitment on turnover intention of retail and services industry employees (front-liners) in Malaysia.

4. To examine the level of organizational commitment as mediator over the relationship between transformational leadership, organizational culture, and turnover intention of retail and services industry in Malaysia.

1.5 Significance of the Study

The leading objective of this study is to examine the correlation of transformational leadership, organizational culture, organizational commitment and turnover intention on front-liners of retail and services industry in Malaysia. The study is believed to be able to contribute to both theoretical and practical significances. In other words, this research is expected to contribute to the body of research in the area of organization

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behavior by reviewing factors that would lead organizations in achieving sustainable competitive edge, particularly in turnover intention to reduce employee turnover and improve productivity in the workplace. At the same time, the study is also anticipated to contribute to the retail and services industry in Malaysia by providing suggestion to the management owner on how to achieve sustainable competitive advantage and eventually achieving superior sustainable organization capabilities in Malaysia and beyond.

1.5.1 The Theoretical Significance of the Study

As described earlier, the relationship between concept of management and belief system of organizations, i.e. transformational leadership and organizational culture, mediated by organizational commitment resulted in turnover intention as dependent variable and the correlation amongst each of the above four factors, has each been studied well in the academic realm. However, almost all of these relationships have been investigated separately and so far none of the previous researchers have been investigating on all four variables above: transformational leadership, organizational culture, organizational commitment and turnover intention together as a single model of study Collins and Collins (2007), Kieu (2010), Zehir, Ertosun, Zehir, and Müceldili (2011). The most recent research by the academic world in introducing transformational leadership in the commercial organizations was conducted by Li, Bhutto, Nasiri, Shaikh, and Samo (2017), and according to them, there are limited strategies in the academic world to direct the world, industry and the market place in adopting transformational leadership as part of the element in developing a supporting organizational culture to foster innovation and hone their competitiveness. In other words, there is still limited knowledge and research conducted on how the interaction

of the above factor variables affected the retail and services industry of Malaysia. The current study endeavors to narrow the gap by offering a better understanding of the whole interplay process. In addition, the researcher's model or the similar variables has not been validated in the Malaysian context as great amount of the past studies were performed in the West (Chambers, Drysdale, & Hughes, 2010). By conducting this study, it will help to bring the gap closer between the developed and emerging countries (Dedoussis, 2004; Hamstra et al., 2011; Nair et al., 2014), especially in improving the understanding of the management's concept and belief system (transformational leadership and organizational culture) and employees attitude (organizational commitment) as the mediating variable in affecting turnover intention in a single theoretical framework; to study their correlation with each other and to view them as a single model within the academic arena of Malaysia. This was further attested in a recent study by Kashif, Zarkada and Thurasamy (2017) that there is considerable gap in the research of high turnover due to the lack of perceived cultural justice and supporting leadership in service industry.

In addition, the contribution of this study is to further enlarge the theoretical frameworks of Albarracin, Zanna, Johnson and Tarcan Kumkale (2005), Glasman and Albarracín (2006), Glanz et al. (2015) to seek out new ways to optimize the organization effectiveness by employing the theory of reasoned action (TRA) to facilitate the understanding and explanation of the correlation between management's concept/beliefs system (i.e. transformational leadership and organizational culture) and employees' attitude (organizational commitment), and employee intention (i.e. turnover intention) and their turnover behavior (Fishbein & Ajzen, 1975) of organizational behavior in the arena of retail and services industry of Malaysia. By no

coincidence, this is also in-line with Sarwat, Hayat, Qureshi and Ali (2011) as they suggested that more future studies need to investigate on the effect of organizational culture on performance over the mediating influence of job satisfaction and organizational commitment. Therefore, by integrating the four variables into one single framework, a richer understanding and knowledge on how the retail and services industry can further benefit and improve the academic world of Malaysia.

1.5.2 The Practical Significance of the Study

As mentioned earlier, the difficulties grappled by retail and services industry in Malaysia are mostly due to scarcity of resources and capabilities (like shortage of talents, technological know-how and exposure), lack of management skills, knowledge and experiences (Hashim & Mat Saad, 2000; Saleh & Ndubisi, 2006b; Samad, 2012). This was in fact testified by the senior managers and the front-liners of the retail and services industry during the December 2016 and early 2017 interviews. This study would be useful in helping practitioners, management and/or owners of the retail and services industry of Malaysia to improve their organization capabilities and rectify the attrition problem that they encounter daily, which will have enduring effect to their productivity, and long-term commitment and performance in the industry.

In addition, as deliberated earlier that the research conducted two major interview sessions, one with the senior managements of the retail and services industry, another with the frontline retailers. Both interviews pointed out the inherent problem of high turnover (i.e. 18%) in this industry. There are consequential effects of how turnover of frontline employees affected the revenue, productivity, morale, loyalty and commitment of the employees to the organizations. Hence, the study intends to explore

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the attitudinal intention of employees in retail and services industry in Malaysia-- in terms of their intention to stay or leave, which may eventually lead to the actual action of turnover behavior. Furthermore, on various occasions, the researcher had managed to interview a few of the big retail chain captains (Chief Executive Officers and/or founders) like Mydin Hypermarket, Focus Point and KK Supermart, and the findings revealed that the concept of management and beliefs/values' system like transformation leadership and organizational culture play the key independent factorial roles in affecting the behavior of the employees of organizations. These were further attested by scholars like Randeree and Chaudhry (2012), who claimed that leadership behavior and organizational culture indeed influence organizational commitment and turnover intention of the employees (Davidson, Timo, & Wang, 2010; Perryer, Jordan, Firns, & Travaglione, 2010).

The ultimate intention of this study is to provide the retail and services industry in Malaysia a practical lesson, firstly, to understand that management's concept and belief system (transformational leadership and organizational culture) will affect the commitment and turnover intention of frontline employees. Secondly, to understand how turnover intention will influence the frontline employees' performance and turnover behavior. With that, this will allow the retail and service industries in Malaysia to improve its capability, know-how, productivity, revenue and morale of the organization so as to achieve sustainable high performance.

1.6 Scope of the Study

This study is undertaken to investigate the relationship between the four factors, two independent variables, i.e. transformational leadership and organizational culture, one

intermediary variable, i.e. organizational commitment and one dependent variable, i.e. turnover intention.

The study was conducted in collaboration with one of the largest and most active retail-chain association in Malaysia, the Malaysia Retail Chain Association (MRCA), of which it comprises of a total of five hundred (500) members' enterprises, among them six (6) companies had participated, out of which 405 respondents partook the 75 questionnaires (items) survey in this study. The Study shall investigate the local Malaysia retail chain, franchise and services industry over their existing management capability and know-how in terms of their skills and exposure. The study will utilize the multiple survey instruments, i.e. *Multifactor Leadership Questionnaires (MLQ-6S), Organizational Culture Profile (OCP), Organizational Commitment Questionnaire (OCQ) and Turnover Intention (TI).* All the above four instruments have been heavily validated by many researchers across many industries and nations (Jackofsky & Slocum, 1987; Hansen & Wernerfelt, 1989; Spector, 1985; Gordon & DiTomaso, 1992; Meyer & Allen, 1993; Saccros, 2003; Avolio & Bass, 2010).

1.7 Definition of Key Terms

For the purpose of this study, the various operational terms used are as follows:

1.7.1 Organizational Culture

A pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems (Schein, 2004).

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1.7.1.1 Clan Organizational Culture

Clan organizational culture resembles a kin-based organization, whereby people provide communal support to its tightly knitted fellowship within that community. The core values of that organization are its willingness to develop their people through coaching, which will lead to growth and mutual trust and respect (Lacatus, 2013).

1.7.2 Transformational Leadership

Transformational leadership defines as the way to improve the higher level for job request of employee so that it is available to inspire the potential capability of an employee and it shall allow subordinates with larger responsibilities to become an employee with self-orientation and self-enhancement capabilities. Thus, inspired employees are able to reach organizational goals and personal materialization achievement (Burns, 1978; Fry, 2003).
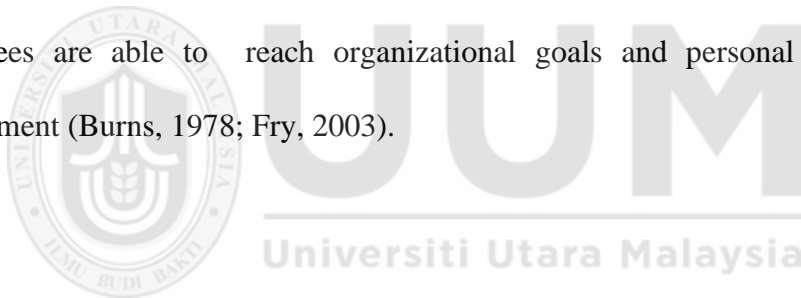
1.7.2.1 Dimensions of Transformational Leadership:

i) Idealized Influence (Attributes and Behaviors)

Leaders exhibit conviction, emphasize trust, take stands on difficult issues, present their most important values, and emphasize the importance of purpose, commitment, and the ethical consequences of decisions. Such leaders are respected as role models generating pride, loyalty, confidence, and alignment around a shared purpose.

ii) Inspirational Motivation (IM)

Inspirational motivation refers to the leader's ability to motivate and inspire followers by providing and presenting challenges and meaningful work. The leader crafts an environment of team cohesiveness and models a sense of enthusiasm.

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iii)   Intellectual Stimulation (IS)

Intellectual stimulation refers to the leader's ability to motivate and stimulate followers to be creative and innovative, and to unceasingly challenge the current state of the enterprise.

iv)   Individual Consideration (IC)

Individualized consideration signifies the leader's ability to act as a mentor to the employees by paying attention to each individual's needs, achievement, motivations and growth.

1.7.3 Organizational Commitment

According to Steers, Mowday and Porter (1979), organizational commitment is defined as the power of individual participation and association within an organization and this can be further segregated into three main factors: i) Strong acceptance and submission to the organization's objective, ii) Strong feeling of keeping of membership within the organization, and iii) Readiness to put in effort on behalf of the organization.

1.7.4 Turnover Intention

Turnover intention is the theory of deliberate behavior whereby it predicts future turnover of a person (Fishbein & Ajzen, 2011).

1.7.5 Frontline Employees

Frontline employees were restricted to those employees in their work role and duty, have daily and/or regular contact with customers (Slåtten, 2015). Frontline staff are those employees who have the most direct access to and by the customers and committed to customer services (Wehmeyer, Auchter, & Hirshon, 1996).

1.8 Organization of the Dissertation

This thesis shall follow the conventional layout with Chapter One as introduction, background of the study and problem statement; Chapter Two as literature review and Chapter Three as methodology. Within the framework of literature review, the study shall layout the constructs according to the sequence of the model. It begins with the two independent variables, i.e. transformational leadership, organizational culture, then the intervening variables, i.e. organizational commitment, and finally the dependent variables, i.e. turnover intention. Chapter Four would elucidate the initial analysis which comprised the normality, reliability and validity of the study, followed by the exploratory factor analysis and confirmatory factor analysis of measurement model. Chapter Five would discuss the research findings and recommend certain future research and also the inherent limitations.

CHAPTER TWO

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

2.1 Introduction

The primary objective of this thesis is to find out how transformational leadership and organization culture influence turnover intention. The second objective is to uncover how organizational commitment mediates between them and the frontline employees' turnover intention in the retail and services industry of Malaysia. Finally, to understand how these relationships and factors help organizations develop sustainable competitive edge in the marketplace (Smith et al., 2013; Darcy & Hill, 2014), by identifying factors that can influence and affect the intention of employee turnover, enhance productivity and organizational commitment. This chapter reviews the literature pertinent to this research, which had started with a brief background of retail and services industry in Malaysia followed by the relevant literature on the four (4) main constructs of the study, namely, transformational leadership, organization culture, organizational commitment and turnover intention (Kieu, 2010; Zehir, Ertosun, Zehir, & Müceldili, 2011). The chapter would also review the literature of the mediating effect of organizational commitment to the independent variables, i.e. transformational leadership and organizational culture to the dependent variable, turnover intention.

This chapter begins by focusing on the conceptualization of the above four constructs and their developmental processes while taking into consideration of their definitions and wealth of former researches, and finally the consideration of the progress in the contemporary approaches to critic and argue of the literature over the theoretical framework of this thesis and the hypothesis of each variable in relation to others. At the

end of this chapter, the theoretical underpinnings upon which this research is established together with this study's theoretical framework will also be deliberated in detail.

2.2 Retail and Services Industry in Malaysia

The Ministry of Domestic Trade, Co-operatives and Consumerism (MDTCC)'s definition of retail industry is: "*The segments and sub-segments covered include non-store retailing, i.e. vending, home shopping, internet retailing, direct selling and in-store retailing, i.e. grocery and non-grocery retailers*" (Pemandu, 2010b, p.256).

The retail sector in Malaysia at its very beginning consisted of a large number of small format stores, offering a limited choice of products and services. Nevertheless, as the country progressed, consumers became more mobile and affordable. The retail sector underwent tremendous pace of change whereby small provision shops were later superseded by large department stores, chain-stores and supermarkets offering a wide variety of goods and services. In addition, the liberalization of Malaysia retail sector coupled with noticeable growth of the economy also attracted the many Transnational Corporations (TNC) retailers such as Tesco, Carrefour, Jaya Jusco, Makro, IKEA, Courts Mammoth, etc. into the country. The increasing presence of the TNC has continuously transformed the feature as well as competitive landscape of the market in Malaysia (Nasir & Jinap, 2005).

Indeed, the retail industry has grown ominously over the last two decades witnessing the TNC retailers with a huge armada across the region entering the Malaysian market, offering a wider variety of merchandise to consumers in terms of brands and fashions. The shopping phenomenon has changed from single traditional provision shops and

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departmental stores to hypermarkets, giant pavilions and malls. Moreover, shopping centers are mainly the city lifestyle, mostly due to urbanites who are more willing to spend when engaged in marketing (Che Wel, Rahayu, & Omar, 2012). The arrival of large format TNCs, carrying a great variety and volume of products have started to change the landscape of retail industry in Malaysia, slowly, the local home-grown retailer's life span might become shorter and their existence will eventually become insignificant.

A similar lamentable occurrence in retail industry is the seemingly untameable turnover problem. According to National Retail Federation of the United States, the retail industry's average turnover rate is higher than 60%, which translated to 230 million days of loss in productivity and USD19 billion in costs spent in hiring, and training as stated by Human Resources Today in America (Wells, 2018). Things do not get better in the homeland of Malaysia either, as described earlier, the turnover statistics came up to be as high as 36% or 50% for 17% of certain wholesale, retail and services industry (Institute of Labour Market Information and Analysis (ILMIA), 2018).

Therefore, it is imperative that the study of this nature needs to be carried out so as to resolve the endemic turnover issue amidst the onslaught abovementioned problems that the retail industries of Malaysia are facing, at the same time, to increase our knowledge base of the industry. While conducting literature review, researcher uncovered considerable gaps on the study of interrelation and integration of elements within the management beliefs and practices, i.e. transformational leadership and organizational culture, of which had significant effect to retail and services industry of Malaysia. Undeniably, according to Nair et al. (2014), most of the studies encountered by the

retail industry were performed in the Western hemisphere, and only a few were conducted in the Asia region. They were limited to the number of constructs and only a few organizations were studied, hence they raised concerns over model specification errors and applicability to Malaysia.

2.3 Turnover Intention

According to Prescott and Bowen (1987),there will be telltale signs of employee turnover intention like a continuous increase of absenteeism, and those employees who intend to quit will be less committed to their organization and are fairly dissatisfied. He concluded that those employees who intend to quit generally show negative performance, even though they are talented and capable to perform. Those employees who intend to leave portray a negative behavior which generally affects the morale of others (Krishnan & Singh, 2010).

2.3.1 Definition and Conceptualization and Development of Turnover Intention

Turnover intention is the course of reasoning that begins with the process of discerning, preparing and the urge to leave the employment. It is a personal projection with regards to the potential of quitting the job in the coming future (Baysinger & Mobley, 1982). According to Fishbein and Ajzen (2011), turnover intention is the theory of deliberate behavior whereby it predicts future turnover of a person. Turnover intention is also defined as to the extent of the employees showing their means to quit their jobs in the coming time (Tett & Meyer, 1993). Griffeth, Hom and Gaertner (2000) and Vandenberg and Nelson (1999) further defined that turnover intention is a positive and steady predictor of an actual turnover.

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Generally, employee turnover is separated into two different groups, one is voluntary separation and the other is involuntary turnover. Voluntary turnover is a personal decision of an employee to cease his/her service to a firm; turnover intention is a rational action, which the end process of decision-making is voluntary separation (Blomme, van Rheede, & Tromp, 2010). Other scholars had further defined the ways employees' leave their organization, and they explained that employee's voluntary leaving is due to employee's own accord, while involuntary leaving is due to organization's initiated decision to terminate the employee due to restructuring, downsizing/costs saving or non-performing; including deceased and scheduled retirement (Baysinger & Mobley, 1982; Shaw, Delery, Jenkins, & Gupta, 1998; Dess & Shaw, 2001).

Nonetheless, there are many reasons why employees leave an organization. According to Hendrie (2004), he explained that employee turnover can be due to internal organizational issues or external issues like better pay. Hendrie (2004) went on to elaborate on those factors that affected turnover, i.e. 1) economy - push factor due to better offers by outsider, 2) organizational performance - organization is facing financial difficulty and as a result, employees have begun to seek out outside opportunities., 3) organizational culture - the leadership behavior and ability to inspire employees with a sense of commitment and develop the sense of common purpose, 4) job characteristics - some tasks are intrinsically interesting whereas others are mundane, 5) expectation - unmet or unrealistic desire of employees. Any of the above will induce job satisfaction and commitment, which in turn will increase or reduce turnover and turnover intention. Whereas Mercer (1999) had a simpler explanation of the reasons of employees' turnover: 1) external influence - due to the industry's environment, 2)

organizational practices- the internal organizational culture, reward and benefits, communication and career opportunities, 3) individual characteristics - individual attributes and volition to continue with the firm.

McBey and Karakowsky (2001) identified another four influential factors to turnover: 1) work-related attitudes (job satisfaction, happy with compensation), 2) external environment issues (comparative outside opportunities and offers), 3) individual attributes (education, age, tenure, marital status) and 4) job performance. Hinkin and Tracey (2000) further iterated the reasons for employees to stay or leave were due to: 1) leadership support, 2) unchallenging work and environment, and 3) poor compensation.

Looking at the above arguments and contributions by various scholars over the reasons why employees leave or intend to leave an organization basically falls into three factors, i.e. internal, external and individual factors. The internal and individual factors are generally attributed to employees and organization attitudes and practices like leadership style/behavior, organizational culture, communication and practices, employees' sense of expectation in terms of satisfaction and commitment to the organization. Therefore, in order for the retail and services industry in Malaysia to deal with impending turnover or turnover intention problem, the study intends to develop this main framework to look into the key elements as mentioned by the scholars: the leadership style (transformational), organizational culture and the employees' commitment, of which it has strongly recognized as the key predictor of turnover intention and turnover.

2.3.1.1 Types of Turnover

Nonetheless, according to Ellett, Ellis, Westbrook and Dews (2007) some scholars classified turnover into three different categories, 1) unavoidable turnover – which can be due to sickness, family issue or retirement, 2) desirable turnover - which is due to employee incompetency or non-performance, and 3) undesirable turnover – which happened when good, competent, skilled and talented employees chose to quit their work.   Whereas, Gill et al. (2013) claimed that other scholars had a simpler classification for turnover, they are: 1) involuntary turnover – employee was let go from work due to retrenchment, downsizing or workplace reengineering or cost rationalization. 2) voluntary turnover was due to the fact that employees chose to leave their employment at their own will, which could be due to lack of career opportunities or unfair practices, poor compensation, lack of autonomy or involvement and lack of job satisfaction and commitment.
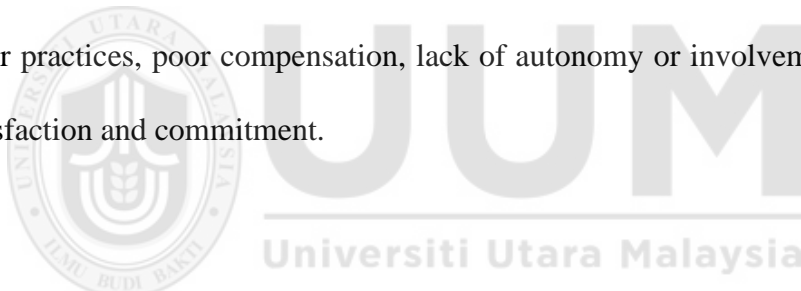
2.3.1.2 Turnover Models

There are two major turnover models being introduced, one is the Mobley (1977) model, which emphasizes that there are two types of turnover in association with employee's turnover in an organization. The first type is referred to as avoidance turnover. That is when an employee left an organization, due to the fact that he/she was dissatisfied with their work. In other words, job satisfaction is the determinant factor for him/her to leave an organization (Jex & Britt, 2014). The other type of turnover is associated with unavoidable turnover, which can be due to sickness, family issue or retirement, and it is out of organizational control (Jex & Britt, 2014).

The other popular model available for exploitation is the Lee and Mitchell (1994) unfolding model, which is considered to be a more comprehensive model as compared to the former, as it claimed that employee evaluates their existing position before they leave an organization. According to them, situations that might be considered as "shocks", will eventually drive them to assess their job. Shocks can be both negative and positive, negative events are things like retrenchment or poor appraisal, and positive events can be like promotion or awarded with special bonuses. The first path of Lee and Mitchell's (1994) model explained that employee resignation can be due to certain predetermined script. Employee will react automatically due to their prior experience to a particular situation. The second path of the model can be due to a "push factor", as the employee evaluates his/her personal performance in anticipation of his/her future, and he/she reacts in "shock" of dissatisfaction, and as a result he/she quits the job. The third path of Lee and Mitchell's (1994) model explained the "pull factors", when employees experienced "shock" when they compare their job with another job. This can be an unexpected job offer, which entices the employees to leave their current jobs in pursuit of a new one; among the three, this is considered to be the only one which carries a positive connotation. Path four of Lee and Mitchell's (1994) model has two smaller divergences, one is that the dissatisfied employee resigns impulsively and the other, despite harbouring the dissatisfaction, employee still conducts job search first before he/she quits. According to Kulik, Treuren, and Bordia, (2012), and Jex and Britt (2014) that in order to prevent path four unfolding, the model of employees' quitting due to dissatisfaction, organization should put in the concerted effort on evaluating the satisfaction levels of the employees. In addition, they also suggested that organization should utilize coaching and also team formation method to enhance the relationship among employees and also their leaders.

2.3.2 Previous Study of Turnover Intention

A recent study conducted in South Africa in the local JSE-listed manufacturing companies for 185 managers by Amankwaa and Anku-Tsede (2015) showed a significant negative link between transformational leadership and turnover intention. Another study done by Hughes, Avey and Nixon (2010) on leadership and followers' intention to quit and job search activities found that employees' perceived transformational leadership has significant negative link to employees' intention to quit.

Another contemporary study conducted in a community college in Malaysia by Choi, Lee, Wan Khairuzzaman and Ahmad (2012) was to observe the relationship between leadership styles and employee turnover intention among lecturers, and they discovered that transformational leadership was indeed negatively related to turnover intention. However, Gul, Ahmad, Rehman, Shabir and Razzaq (2012) conducted a study on the relationship between leadership styles, organizational commitment and turnover intention, the results showed that there was a negative but insignificant relationship between transformational leadership and turnover intention. Nevertheless, Wells and Peachey (2011) conducted a separate study with over 200 athletes and assistant coaches from National Collegiate Athletic Association Division I softball and volleyball in the USA, over the relationship between leadership behaviors and satisfaction with the leaders, and they found that there was a significant inverse relationship between transformational leadership and turnover intention.

Kittiruengcharn (1997) researched on the correlation among job satisfaction, organizational satisfaction and organizational commitment with turnover intention.

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The findings revealed that turnover intention has a significant link to both job and organizational satisfaction as well as organizational commitment. The study has contributed to the management in identifying factors that predict employees' turnover intention so as to ascertain how to instill employees with higher commitment.

In Singapore, Lee and Yu (2004) conducted the study on the relationship between corporate culture, organization performance and employee turnover amongst companies, especially the high-tech manufacturing firms and the various hospitals and insurance companies in Singapore. They found that when companies displayed supportive and innovative corporate culture, the relationship with performance was high, however, there was an inversed relationship with employees' turnover.

In addition, Chutikan (2015) conducted multiple studies in Thailand for 448 employees from SMEs and 1,650 respondents from 8 MNC companies in Songkhla, a province of Thailand. He claimed that organization commitment did mediate between leadership, organizational culture and turnover intention; and organization commitment was indeed negatively related to turnover intention.

The above studies suggested that the more employees view the leadership style as transformational, the lesser the chances they are likely to quit. Besides, when the organizational culture and leaders showed signs of support and care for their people, organizations' performance was high and turnover among their employees was low. In other words, transformational leadership and high valued organizational culture or clan/collaborate style type of culture were considered to be the proficient instruments, and evidence showed that organizational commitment did mediate between

management's beliefs and turnover intention. Therefore, the above constructs should highly be considered to be used in helping retail industry in reducing their employees' turnover intention and turnover in Malaysia.

2.4 Organizational Commitment

Organizational commitment's advancement can be tracked back to the last 50 years, starting from the one-side-bet theory developed by Becker (1960); affective dependence theory by Porter, Steers, Mowday and Boulian (1974), O'Reilly and Chatman (1986) and Meyer and Allen (1984), Meyer et al. (1990) multi- dimensional theory; Cohen (2007) two-dimension theory; and Somers (2009) combined theory.

2.4.1 Definition and Conceptualization of Organizational Commitment

One of the most widely recognized definition of organizational commitment was offered by Meyer and Allen (1984). According to Meyer and Allen, organization commitment has three important dimensions: (1) affective commitment, (2) continuance commitment, and (3) normative commitment. The affective commitment denotes about employees' emotional attachment to the organization, comprising of beliefs and desire, concerning organizational goal achievements. Majority of researches in organizational commitment were carried out in affective commitment (Meyer et al., 2002; Brunetto & Farr-Wharton, 2003). Continuance factor denotes that commitment is subjected to the costs of the employee if he/she has to leave the organization. Lastly, under normative commitment it signifies the employee's sense of duty to continue with the firm, and it obtains lesser research attention than the above two elements (Yiing & Ahmad, 2009).

Nevertheless in early 1970s Porter, Steers, Mowday and Boulian (1974) described organizational commitment as the vigor of individual relates with, and participates in a specific organization. Allen and Meyer (1997, p67) defined organizational commitment as "a psychological state that (1) characterizes the employee's relationships with the organization, and (2) has implications for the decision to continue as a member of the organization." In more recent time, Tsui, Pearce, Porter, and Tripoli (1997) and Allen and Meyer (1997), Jackson, Meyer and Wang (2013) defined organizational commitment as employee's fondness, goal agreement, connection, and allegiance to the organization.

Another definition about organizational commitment by Jex, Adams, Bachrach, and Sorenson (2003) was the degree to which employees are devoted to their firm and are ready to put in effort to see through its success, and the chances for them to preserve association with the organization.

During the infancy period of organizational commitment theory, i.e. the Becker's Side-Bet theory (1960) was the pioneer among other contemporary theories in organizational commitment. He bestowed a completely new perspective on employee's affinity concerning the organization (Cohen, 2007). According to this theory, employees develop commitment towards the organization because of their furtive investments they have accumulated during their service in the organization. Side-Bet theory will only come into being when the employee relates superfluous concerns with a sturdy track of endeavor (Becker, 1960). In view of the high costs of leaving the organization (for example, seniority, pension plans, seniority in the organization), the employee will tie himself/herself to the organization. In other words, the employee will not leave the

organization because he/she is afraid of losing his/her investment and there are no other replacements to the investment and to enable the employee to recuperate the loss due to resignation (Cohen, 2007). However, Becker's "side-bet" theory did receive criticism from other scholars, as they perceived that the theory only reflects on an individual's behavior.

The second epoch on development of organizational commitment theory was developed by Porter et al. (1974). The theory focuses on the psychological connection that employee had with the organization (Cohen, 2007), and they hypothesized that organizational commitment is based on attitude. Steers, Mowday, and Porter (1979, p226) outlined commitment as "... the relative strength of an individual's identification with an involvement in a particular organization..." Steers et al. (1979) further theorized that organizational commitment can be categorized into three linked factors *"(1) A strong belief in and acceptance of the organization's goals and values; (2) A willingness to exert considerable effort on behalf of the organization; and (3) A strong desire to maintain membership in the organization..."* (Steers, Mowday, and Porter, 1979, p226).

The third era on development of organizational commitment was by O'Reilly and Chatman (1986) called the Multi-Dimensional Approaches. O'Reilly and Chatman (1986) developed their theory from Mowday's organizational commitment theory and who perceived organizational commitment as a psychological affinity experienced by the employees for their organization. Moreover, according to O'Reilly and Chatman (1986), organizational commitment was also perceived as a multidimensional construct through the advancement of multidimensional approach, and the concept was also

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based on the work of Kelman (1958), which linked organizational commitment to the organizational performance and outcome. O'Reilly and Chatman (1986) claimed that psychological affinity will point to other organizational behavior like citizenship as the outcome from commitment. However, many scholars were not subscribed to O'Reilly and Chatman's scales due to the questionable operationalization approach.

Nonetheless, Meyer and Allen's Three Component Model (1984, 1990) was hailed as the most acceptable approach for the study of organizational commitment, which it derived its approach from Becker's side-bet theory based on a new measurement called continuance commitment (i.e. cost attachment) in addition to the present element of affective commitment. As a result, Meyer and Allen's commitment model was recognized as the bi-dimensional model, which took into consideration the behavioral and attitudinal aspects. Then in 1990, Meyer and Allen introduced another factor called normative commitment (obligation) to their model. Meyer and Allen defined affective commitment as "an employee's emotional attachment to, identification with and involvement in the organization"; continuance commitment as "commitment based on the costs that employees associate with leaving the organization"; and normative commitment as "an employee's feelings of obligation to remain with the organization" (Allen & Meyer, 1997, p67). According to them, all of these factors (affective, continuance and normative) depicted an individual's plan to continue to stay with an organization.

Below are further elaborations of the well-recognized three Components Model theory of organizational commitment developed by Allen and Meyer (1997), Meyer, Stanley, Herscovitch and Topolnytsky (2002b):

i.) Affective Commitment: is signified as "individual's emotional attachment to involvement and identification with the organization" (Meyer et al., 1990). Affective commitment takes into consideration three key attributes and they are: i) the establishment of psychological affinity to the organization; ii) participation with organization; and iii) the longing to stay with the organization. Employees, who foster emotional affinity to an organization develop the propensity to associate themselves with the objectives of the organization and backs the organization in achieving their goals (Meyer et al., 1990). When the employees' personal values are aligned with the organization's values, the employees are able to associate with the organization and this will allow the employees to integrate with the values and objectives of the firm. Affective commitment has been associated to huge amounts of encouraging results in dealing with absenteeism, turnover, organizational behavior and work performance (Meyer et al., 2002b).
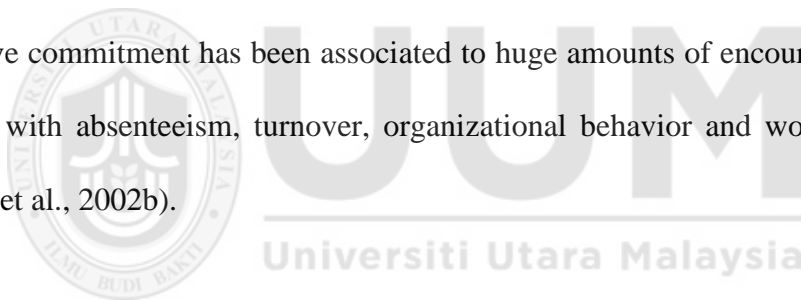
In order for affective commitment to evolve, certain variables need to established and these variables can be categorized into three key classes namely: work experience, organizational characteristics; and personal characteristics (Meyer et al., 2002a). According to Mathieu and Zajac (1990), people will develop high affective commitment when they show great confidence in what they do. Moreover, Bycio, Hackett, and Allen (1995) claimed that those people with a high degree of competency are capable to choose good organizations and which in turn, contribute to affective commitment. In addition, they found that whenever employees experience support from the leaders, they showed high affective commitment as they feel the obligation to reciprocate.

ii.) Continuance Commitment: evolved from Becker's side-bet theory. The theory states when employees accumulated their year of tenure with the organization, they accumulate investments in the form of effort, knowledge and skills which are too precious to dismiss. According to Romzek (1990), employees will assess their investment by considering at what they have invested to the organization and what would be obtained in return from the organization should they remain in the organization and what it would cost them if they leave. In other words, employees will continue to provide their services to the organization when they feel that the cost of leaving the organization is high. The antecedents of continuance commitment are investment of effort and the availability of opportunity outside.

iii.) Normative Commitment: It reflects employees' duty to the organization. According to Meyer, Allen, and Gellatly (1990), when employees possess high degree of organizational commitment they would continue to offer their services to the organization. O'Reilly and Chatman (1986) discovered that when an organization's values are in sync with the employees' values, the employees will show higher degree of organizational commitment. The finding is consistent with Mayer and Schoorman (1992) study that when employees believe in the organization's values, they are generally more committed. According to Randall and Cote (1991), when employees know that the organization puts in effort to invest in their work-life via training and development programs, they generally feel obligated to reciprocate their effort in servicing the company.

According to Becker, Randall, and Riegel (1995), the above three dimensions are necessary to exist together. Employee can develop any one of the three dimensions or a combination of all the three dimensions of commitment. These three dimensions of organization commitment differentiate from one another according to their underlying motives and outcomes.

The construct of organizational commitment begun with Barnard (1968), Simon (1945), Etzioni (1975) and Kanter (1968).Barnard (1968) accentuated about the importance of being consistent in attaining individual desires and in achieving organizational goals. According to Barnard (1968), if an individual perceives that the organization can fulfill the employee's personal needs, then he/she will decide to continue to stay on as part of the members of the organization. If the organization cannot satisfy their needs, then the individual may decide to leave the organization. Barnard (1968) argued that organizational performance depends on the individual's commitment to cooperate and work towards fulfilling the organizational objectives. Therefore, it is important to help an individual to achieve sustainable commitment as it will ensure organization's success.

However, Simon (1945) had an opposed view against Barnard's concept. He decided to investigate Barnard's theory further, thus he started to take into consideration an individual's decision-making as an important significant influence to the organization. According to Simon (1945), in order for an organization to continue (to survive) surviving, employees need to consider the organization's best interest above their personal interests when making decisions. Etzioni (1975) claimed that organizational commitment is depicted as positive participation and involvement of an employee in an

organization. Therefore, for organization to achieve sustainable performance, employees need to feel engaged and be committed to their work and be willing to transcend beyond their own self- interests.

Kanter (1968) further claimed that there are multiple ways to integrate organizational commitment, and he theorized that the behavioral features of organizational commitment as: (1) Continuance commitment, (2) Cohesion commitment; and (3) Control commitment. Then in early 1990s, Meyer, Allen, and Gellatly (1990), Meyer and Allen (1991) and Johns and Saks (2008) proposed a new organizational commitment concept, which identified it as employees' emotional and functional attachment to a workplace. It is an attitude that shows the power of the relationship between an employee and an organization, and that relationship will determine whether the person will continue to remain in an organization. It was Allen and Meyer, who identified organizational commitment as three conceptual domains, namely: affective, continuance and normative commitment. i) Affective commitment signifies an employee's emotional connection in association with the group. Those with a superior affective commitment will continue to be with the group as they desire; ii) continuance commitment signifies the knowledge of the price of departing the group. Those with a higher degree of continuance commitment will continue to be with the group because they need to; and iii) normative commitment is commitment grounded on belief or a sentiment of being dutiful (Meyer et al., 1990; Meyer & Allen, 1991).

Allen and Meyer (1997) claimed that affective commitment is most powerful and generally a reliable relationship measurement with attractive results. Continuance commitment has the most powerful and most unweaving relationship with costs,

whereas normative commitment is a useful assessment of job deliveries in a strong group setting that accentuate on duty. For example, according to Jaros (2007), the three constituents of organizational commitment vary in their relationship with turnover intention; and affective commitment has a sturdier correlation than continuance and normative commitment. In other words, according to the above studies, it is vital that organizations need to develop employees' affective commitment capability because of its emotional affinity; strong affective commitment means that the employees are eager to remain in the group and subscribe to the vision and direction of the group (Çokluk & Yılmaz, 2010).

Trice, Mowday, Porter, and Steers (1984) claimed that the relationship between employee and organization would continue to grow if the employee trusted and assimilated to the group's vision and direction. Meyer and Allen (1991) further expounded the organizational commitment concept and stated that it is a significant portion of an employee's emotional state; employees who possess a real degree of organizational commitment actually betrothed and displayed various behaviors, such as the desire to continue his/her employment with the organization and deliver superior job performance, both of which benefit the organization.

Kreitner, Kinicki, and Cole (2007) suggested that organizational commitment illustrates the degree to which a person associates with a group and is devoted to the objectives of the group. Kacmar, Carlson, and Brymer (1999) claimed that organizational commitment is the emotional connection a person has with the group and it resonates with both organizational and personal directions and beliefs. Likewise, Trice, Mowday, Porter, and Steers (1984) and Perryer, Jordan, Firns, and Travaglione

(2010) added that organizational commitment of an employee is greatly sensitive to the behavior of the leaders.

Sabir, Sohail, and Khan (2011) suggested that organizational commitment is founded on the concept of attitudes and behaviors. Attitude is the employee's emotional discernment concerning the group behavioral commitment, commencing from the ending upshot of actions on individuals (Reichers, 1985). In addition, according to Meyer and Allen (1991), the attitude and behavior of an organizational commitment is an emotional state of which these are intertwined, where they mutually effect and reinforce one another. Similarly, Tewari et al. (2013) contended that organizations that develop high employees' commitment would achieve objectives more effectively and efficiently. The findings showed that when a committed organization does well, it boosted the employees' performance and organizational performance improved as well. In other words, when organization performs better as well as increases in its productivity, employees are most willing to stay and less likely to quit or take absence from work. In addition, leadership needs to be conscientious of both their behavior (in terms of showing respect) and attitude (trust) toward their employees, as they would influence the emotional state of their employees and would lead to their affective commitment and willingness to maintain their employment with their organization.

Allen and Meyer (1997) claimed that scholars would comprehend the employee's affiliation with the organization better by just studying the domains of organizational commitment, as they are dependent on emotional connection, alleged price and sense of duty. Comparably, Carmeli, Elizur, and Yaniv (2007) perceived that multi-factors of organizational commitment are more comprehensive regarding individuals'

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commitment than one or two factors. Even though many researches were performed in the Western world but only minimal researches were performed on organizational commitment in Asia's setting (Felfe & Yan, 2009). Moreover, Allen and Meyer (1996) suggested that research in organizational commitment across cultures is essential to determine the validity and relevancy of the multidimensional conceptualization of organizational commitment.

Ehrhardt (2014) suggested that work relationships play an important role in helping employees to establish commitment and engage in their work. In other words, when the employees cultivate constructive relationships with their superior, they feel dedicated to both the work and the organization. Abu Bakar, Su Mustaffa, and Mohamad (2009) and Lok et al. (2004) in their studies claimed that organizational commitment is a vital attitude in evaluating employees' turnover intention and impact of employees' performance to the organization. In other words, the trust relationship that develops between leader and employees will affect the psychological state of the employees and leads to the establishment of their organizational commitment, which in turn will determine the employees' turnover decision and ultimately their performance.

Upon reviewing the full definition and complete history of the conceptualization of organization commitment, the study concludes that Meyer and Allen's multidimensional concept of organizational commitment encompasses both behavioral and attitudinal state of the employees in relation to the organizations. As a result, it provides a more holistic view in terms of the employees' emotional and functional attachment to an organization; according to empirical evidence it delivers substantial results in dealing with absenteeism, turnover and performance in workplace.

Therefore, the study is resolute to adopt Meyer and Allen's three components model for the organization commitment variable as the key theoretical framework for this study.

2.4.2 Previous Study of Organizational Commitment

For the past nine decades since the 1930s, the employees' organizational commitment towards organizations has rendered considerable attention by both the academicians and the practitioners. There are abundances of empirical research conducted on organizational commitment by many scholars with more than 3,510 articles in circulation (van Rossenberg et al., 2018; Gallagher & Parks, 2001). Indeed, according to empirical evidence, the study of organizational commitment is also well widespread around the world in different industries and cultural environments. In addition, a vast number of studies had been conducted by scholars to study the link between employee commitment, turnover intention and organizational performance; the reason being that all around the world, organizational management is interested to inculcate a workforce which is highly committed in improving the organizational delivery and effectiveness with high intention to stay (M. Kim & Beehr, 2018; Gatling, Jung, Kang, & Kim, 2016).

Beal, Cohen, Burke, and McLendon (2003) claimed that among the domain of organizational behavior, commitment is regarded as one of the key elements in the workplace. Other scholars like Morrow (1993) and Sinclair, Tucker, Cullen, and Wright (2005) suggested that organizational commitment can predict employees' organizational behavior and turnover behavior. Camp (1994) in his research also asserted that good organizational commitment will produce positive outcomes like productivity, minimal absenteeism and employees' turnover. Mowday (1982)

proclaimed that the more resilient one's organizational commitment, the stronger the employees' ability to stay thus, lesser turnover. In other words, there are sufficient empirical evidences to support that there is an inverse relationship which exists between organizational commitment, turnover intention and turnover, which are essentially in-line with the first problem statement as stated in this study. Among different constructs, organizational commitment was recognized to be the most robust predictor among the employees who would stay and those who would leave the organization.

Rowden (2000) stated that the more robust the organizational commitment, the greater the positive outcome, in improving the sense of belonging, security, advancement opportunities, an increase in both intrinsic and extrinsic rewards for the employees. Rosenholtz (1989) further claimed that organizational commitment is strongly correlated with leadership, especially when leaders provide sincere feedback, recognition and involvement in problem solving. Furthermore, De Vos and Meganck (2008) found that a positive environment, provision of challenging goals and work by leaders would predict employees' satisfaction and organizational commitment.

Billingsley and Cross (1992) had also performed a study with 558 teachers from Virginia, USA, and the results suggested that supportive leadership and clarity of employees' job structure and role will provide a better prediction of employee commitment and task satisfaction than other domains like age, gender or demographic variables.

In addition, Marsh and Mannari (1977) had previously performed a similar study in one of the largest electrical appliances company in Japan to explore why Japanese firms

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have minimal turnover rates as compared to the U.S. companies. The findings showed that Japanese employees have a high degree of organizational commitment which were due to the employees' personal efficacy or sense of life time commitment and loyalty toward their organization.

According to Gallato et al. (2012) findings, it was discovered that there is a significant relationship between organizational commitment and leadership in Small Medium Enterprises (SMEs) in Malaysia. Salleh, Nair, and Harun (2012) have recently conducted a similar study in retail industry in Malaysia to evaluate the level of organizational commitment, turnover and job satisfaction. The findings revealed that job satisfaction and organizational commitment have high inversed correlation with the outcome of employees' turnover intention. Furthermore, Kanwar, Singh, and Kodwani (2012) performed a study in Information Technology (IT) and Information Technology Enabled Service (ITES) sectors for a total 313 employees in the industries. The findings showed that job satisfaction has a substantial influence in organizational commitment, and it also decreased the turnover intent of the employees.

Walumbwa and Lawler (2003) conducted a similar study among the bankers with 577 respondents in the banking and financial sectors in countries like China, Kenya and India. They explored the mediating impacts of organizational commitment to the overall relationship between transformational leadership and attitudes that are closely linked to work. In their research, they uncovered that collectivism in fact moderates the link between transformational leadership and workplace consequences, like organizational commitment and job satisfaction. Chen (2005) further confirmed in his study that employees who possess the high level of affective commitment empirically

associated to higher job satisfaction. Therefore, they concluded their findings by attesting the effectiveness of transformational leadership to organizational commitment isn't identified to any specific culture, but transcends across cultures, and job satisfaction and organizational commitment closely intertwine and affect one another.

A recent study conducted by Jackson, Meyer, and Wang (2013), was meant to assess the relationship between leadership and employee commitment. The findings showed that transformational leadership is strongly and extensively linked to affective commitment and slightly correlated to normative commitment. Bycio et al. (1995) conducted a study with 1,376 nurses at one of the hospitals in Canada to assess the relationship between leadership styles and organizational commitment. Later in 2000, Kent and Chelladurai (2001) further scrutinized the relationship between transformational leadership, organizational citizenship and organizational commitment among 75 intercollegiate athletes. The findings showed that the relationship between transformational leadership styles and organizational commitment and citizenship behavior are closely related.

Lok et al. (2004) performed a study among research and development professionals in Singapore. The findings showed that organizational commitment is closely linked to leadership. Wu, Tsai, Fey, and Fey (2006) performed a study on the relationship between organizational commitment and leadership in Taiwan's fifty-eight (58) states' qualified hotels under the International Tourist Hotels for their management. There were three-hundred and eighty one (381) employees involved in the study, which uncovered that transformational leadership style predicts organizational commitment. Limsila and Ogunlana (2008) conducted a study among 156 respondents from multiple

professions like architects, engineers and project managers in construction projects in Thailand. One of the key objectives of this research was to assess how a leadership style affects employee commitment towards their organization. The findings showed that leadership has a positive relationship with job performance and organizational commitment.

Seyyed, Freyedon, and Zohrabi (2012) explored the relationship between leadership, organizational commitment and the role of personality trait in their framework of study. The results showed that all the aspects of leadership have substantial influence to the aspects of organizational commitment. Annekinda (2013) conducted a study among 154 management employees of the National Oil Company in Central Java, Indonesia, and the findings revealed that there is a substantial evidence of the link between organizational commitment and transformational leadership. They concluded that organizational commitment is closely related to transformational leadership. Besides, there is an inverse relationship subsistence between organizational commitment and turnover intention. Among the variables that they studied, they found that organizational commitment possesses the robust ability to predict employee turnover intent.

According to Mayfield and Mayfield (2002), organizational commitment is one of the significant assessments of leader's accomplishment, and employee commitment contributes advantages for above improvement in organizational performance; high level of commitment enhances productivity by about 11 percent. Besides, commitment also elucidates 34 percent of employee turnover, and the result may cost the

organization about 100 to 150 percent of the resigned employee's yearly salary (Wayne & Cascio, 1998).

Mathieu and Zajac (1990) in their quantitative statistical analysis study uncovered the factors that affected organizational commitment, which are: job characteristics, leadership (group-leadership relationship), organizational culture (organizational characteristics). Specifically, the above findings showed that the higher the organizational commitment, the stronger the possibility that the employees will remain, and the factors that effected both job satisfaction and organizational commitment possess positive organizational culture and effective leadership style in the organization.

Chew and Chan (2008) acclaimed that organizational commitment is one of the key predictors of organizational accomplishment and behavior (like turnover intention). Their study was to fill the gaps in the turnover intention literature through the observation of leadership behavior, organizational culture and organizational commitment over the employee turnover intention in Thailand's local companies and MNCs.

In view of the substantial empirical evidence from the above studies that there is a significant link among leadership style, organizational culture, organization commitment and turnover intention, especially the extensive link between transformational leadership style and affective commitment, the study has decided to adopt Meyer and Allen's organization commitment theory and explore further on

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transformational leadership and organizational culture variables to scrutinize on the issue of turnover as stated in the problem statement of this study.

2.4.3 Justification for using Organizational Commitment as the Mediator

A construct tasks as mediator to the level that it justifies the relationship between independent construct to its impact of the dependent construct (Baron & Kenny, 1986). Organizational commitment has been researched extensively by scholars especially as an independent variable that influence the results of work realization like turnover and absenteeism, and certain times it has been placed as the dependent construct impacting people's attributes. There are ample empirical evidence showing that organizational commitment does play a mediating role between organizational culture and performance (Iverson, McLeod, & Erwin, 1996; Suliman, 2002).

2.4.3.1 Mediating Factor of Organizational Commitment

Organizational commitment and job satisfaction received substantial consideration in studies of the workplace. It is a fact that there is a common appreciation of these variables which, have a major influence to the organizational performance (Angle & Perry, 1981; Riketta, 2002) and its usefulness (Miller, 1978; Laschinger, Finegan, & Shamian, 2001). There are plenty of studies shown that there is a strong relationship of organizational commitment and job satisfaction with turnover intention (Benkhoff, 1997). Many scholars have been consistent in proclaiming that organization commitment has obtained significant attention in empirical research due to its substantial influence on work attitudes such as job satisfaction, absenteeism, turnover intentions and work performance.

Yousef (2000), Clugston (2000), Suliman (2002), Raduan Che Rose, Naresh Kumar, and Ong Gua Pak (2009), Tumwesigye (2010) and Gül and Şahin (2011) claimed that organizational commitment plays a good mediating role between transformational leadership (care, support, organizational development), turnover intention and work outcomes (job satisfaction, turnover and performance).

According to Iverson et al. (1996), Werner and Tompson Jon (1997), Allen and Rush (1998), Ahmad Jam and Fatima (2012) that organizational commitment has been hailed as one of the most important mediating factor in ascertaining turnover intention. Davy, Kinicki, and Scheck (1997) claimed that organizational commitment mediates the influence of job security and withdrawal cognition or intention to quit. A recent study that was conducted by Gul et al., (2012) over certain selective insurance companies in Pakistan, had ascertained that organizational commitment does play a critical role as mediator over the relationship between leadership and turnover intention.

Lee and Kamarul (2009) conducted their study on 238 MBA students in University Malaya and found that leaders' behavior has significant relationship to organizational commitment, and organizational culture played a substantial part in moderating that relationship. However, they also discovered that only affective supportive organizational culture would affect the commitment level of the employees, which was aligned to the affective commitment and also the transformational leadership that we are about to embark on.

More recent studies conducted by Tumwesigye (2010), Gül and Şahin (2011), and Wells and Peachey (2011) further suggested that there are convincing evidences that

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organizational commitment mediates the relationship between leadership behavior and organizational culture on turnover intention.

2.4.4 Concluding remarks on Organizational Commitment

As concluded by Chew and Chan (2008) in both their Thailand's local and MNC companies' research and according to them, organizational commitment is one of the key predictor of employees' turnover and organizational performance, and they also concluded that organizational commitment is highly related to leadership style/behavior (transformational and transactional leadership) and organizational culture.

Presently, there is limited understanding of how significant the transformational leadership and organizational culture of retail and services industry in Malaysia affect organizational commitment in enhancing productivity, reducing turnover and improving organizational performance. In other words, this study shall perform industry wide survey among the retailers of a widely recognized and represented association (i.e. Malaysia Retail Chain Association) in Malaysia to gather quantitative data to understand the relationship of the above constructs in affecting the turnover intention of the frontline employees in retail and services industries of Malaysia.

The final analysis is that there are substantial empirical evidences to show that organization commitment links to transformational leadership and organizational culture, and the combination of these will influence the organizational outcome like frontline employees' turnover, absenteeism and work performance. Moreover, among the variables, transformational leadership and affective organizational commitment exhibit a strong inverse influence to frontline employees' turnover. In view of the close

resemblance and effectiveness of affective commitment to the Meyer and Allen three dimensional domains, the study is determined to adopt Meyer and Allen's theory as the key instrument to investigate the organizational commitment and its relationship with other variables, like transformational leadership and organizational culture in influencing frontline employees' turnover and performance in the retail and services industry of Malaysia.

2.5 Transformational Leadership Style

Leadership is not about solo action (Ancona, Backman, & Bresman, 2008; Painter-Morland, 2008; Ashley & Reiter-Palmon, 2009). Leaders, regardless of the model of leadership they embrace, must always be mindful that leadership is the ability to convert vision into reality (Bennis, 2007).

2.5.1 Definition and Conceptualization of Leadership

According to Bohn (2002), leadership was defined as setting a clear vision, impart confidence within the subordinates, propagate via coordination and communication for all essential elements. Scholars inclined to embrace two equally unique perspectives about leadership, one school of thought presumes that leaders are born (Grint, 2000; Nietzsche, 1968) and that the qualities they exemplify are in-built, whereas the other claims that mankind has to endeavor to acquire these qualities before they can transpire as leaders (Henrikson, 2006; Kakabadse & Myers, 1996; Mostovicz, Kakabadse & Kakabadse, 2009).

According to Burns (1978), he theorized that leadership involves rallying others about a shared objective that causes premeditated and unpremeditated consequences on

community to bring about visible and tangible social change. For these relationships to evolve, they require the leadership abilities to marshal individuals who possess clear motives, values, and diverse possessions in order to realize shared or unshared objectives (Reymann, 2009). In order to achieve a desired outcome, the ability of the leader is key to affect collective action or change that motivated individual and group capabilities in a favored objective (Hall & Stogdill, 1976; Schein, 2004). According to Ancona et al. (2008), leadership is about interacting and communicating with people and going on a journey with them. In order to lead, others must be their willing followers. Leaders must be innovative and creative in the way they undertake issues, and must be able to communicate and articulate their goals and beliefs to others in the firm. Mungai and Osgood (2008) suggested that leaders are persons who intentionally influence the beliefs, feelings and actions of people.

According to Burns (1978), the secret of success on impacting people merged from leaders' capability to communicate assignment or objective in a way that will inspire and induce people to follow the direction. Bass (1985) defined a leader's inspiration ability as leadership's charismatic conduct. The conduct of the leader depends on his or her ability to create group inspiration and shared assurance in the group's capability to arrive at its goals. O'Reilly, Caldwell, Chatman, Lapiz and Self (2010) suggested that leadership enriches and enables the group and persons' abilities to realize their functional roles successfully; a leader is a person who has the competence to shape the conduct of others and the course of impacting is transpired in pair and group situations inside the firms. The leader's focus is to shift groups towards obtaining a realistic goal (Bryman, 1992; Schein, 1996). Daft (2008) defined leadership as a relationship of

influence between leaders and followers who desire transformation to occur and results will reflect their joint objectives.

Ultimately, leaders convert the wishes, values, likings and ambitions of supporters from personal interests to shared interests. In addition, the leaders inspire supporters to commit wholeheartedly to the company's mission and forego self-interest so as to attain the mission of the group, sometime up to the extent of beyond the required responsibility (Shamir, House, & Arthur, 1993). In summary, the concept of leadership is the function, state of mind and action a person embraces with the determination to impart, influence and garner people support and action to achieve a collective outcome for benefit of intended community.

As early as 19th and 20th centuries— leadership theorists such as Thomas Carlyle in 1841, Francis Galton in 1869, Bowden in 1927, Woods in 1913, and J. Dowd in 1936— gave considerable attention to "great men and great women" in global history. Those early theorists dedicated leadership as a role of answering to community-centered requirements (Bass & Avolio, 1990). Around 500 B.C., Plato advocated that leaders were born with special traits, and no deliberation was needed to develop the needed leadership skills. This belief continued to be hailed as truth by some prominent scholar like Machiavelli, Galton, and Weber (Wren, 2005). The theory presumes that a "great man" inherently possesses the prerequisite talents, which enable him to function as a leader. By recognizing these fundamental attributes, many can imitate them by the way of replicating different styles of leadership (Lawler Ill, 2005). The "great man" theory (Mostovicz, Kakabadse, & Kakabadse, 2009) typifies the earlier observation and is captivated in the personality traits which leaders inherently

possess. The trait model of leadership classifies several characteristics of leaders (successful and unsuccessful) as studied over a period of time. Henri Fayol hailed that managers/leaders need specific qualities, knowledge, and experience in order to be successful (Scott, 2003).

The theoretical discussions on the importance of leadership emerged a century later, as leadership befitted to be a subject of study interest and as humankind advanced into the 20th century. There is argument with regards to the questions whether leadership develops naturally inside the person or it is shaped by the surrounding environment that the person functions (Bass & Avolio, 1990).

By 20th century, the literatures' studies of leadership have eventually settled on five main generations of leadership theories, they are trait theories, behavioral theories, contingency theories, transactional theories and transformational theories. In 1994, one of the leading scholars in leadership, Heilbrun (1994) further sub-categorized leadership theories into three phases for easy examination. The first phase is to specify leadership (the theory of leader attributes), the second phase is to study on leadership behaviors (the theory of leader behaviors), the third phase is centered on the communication with employees, and care for significant and final issues between leaders and followers (the theory of contingency leadership).

Towards the end of the 20th century i.e. in the early 1990s, the leadership theory has started to shift away from an authoritarian or situational style towards a more collaborative leadership style (Avolio, 1997), and one of the latest leadership models

in the recent epoch is the exploratory of leadership from diverging perspectives called the full-range leadership model developed by B. Bass and Avolio (1993).

The above six underlying theoretical leadership models shall be further deliberated at the later section, where they shall function as the foundation of the leadership construct, and it shall be explained as one of the key independent variables of the theoretical framework of this study. The six core areas are: i) the personality and trait leadership era, ii) the behavioral and style leadership era, iii) the contingency leadership era, iv) the transactional leadership era, v) the transformational leadership era and vi) full range leadership theory (FRL). This study would provide a brief summary of the five (5) leadership theories except for the transformation, which shall be elaborated in detail, as it will become one of the constructs of independent variable of this study.

i)   Personality and Trait Leadership (The Great Man theory) was introduced by Thomas Carlyle and Francis Galton in mid-19th to early 20th centuries. They claimed that extraordinary leaders acquired unique traits, personalities or characteristics which lead to their unique capability to be identified as exceptional leaders, and scientific research on leadership has also begun in 1940s Chemers (1997).

ii)   Behavioral theory or style-based leadership era, strives for a different clarification for leadership effectiveness by seeking to ascertain the behavior and communication patterns that were consistent among successful leaders (Ralph, 2005). Bass (1990) claimed that the behavior of the leader was influential in ascertaining the actions of subordinates. Ohio State

University (OSU) and University of Michigan studied the actual performance of leaders and their behavior, and tied leaders' behaviors in relationship to their communication, relationship, and organizational achievements (Vroom & Jago, 2007).

iii) Under Contingency, Situational and Path-Goal Theories, the situation-contingency theories encompass three main models, they were represented by Fiedler's Contingency model (Cummins, 1990), House's path-goal theory (Fukushige & Spicer, 2007), and Hersey-Blanchard's Situation theory. In the late 1960s, Paul Hersey and Ken Blanchard introduced a new situational theory of leadership, which decreed that a leader must be agile so that he or she can change his or her leadership style to successfully meet the distinctive needs bestowed upon diverse situations (Bass, 1990). In the mid-1960s, Fiedler (1967) introduced a theory of leadership called the contingency theory. This construct proposed that, the efficacy of a leader is contingent or reliant on the ability of a leader's style to be in one concord or in agreement with a situation. Fiedler claims that a leader's ability needs to ensure that there is a clear fit or capability of the leader (Fiedler, 1967). The contingency leadership era suggests that the concept of organizational effectiveness depended on the fit between a leader and a situation (Van Seters & Field, 1990). The path-goal theory is another type of contingency theory that was first suggested by House (1971), of which individuals chose to work hard when they thought that they are well equipped to function and deliver positive performance and value (Bryman, 1992). Individuals evaluate the path effectiveness of behavior as related to a certain objective

and assessed intrinsic and extrinsic values stemmed from involving in and attaining the results linked with the distinctive objective (House, 1971).

iv)   Transactional Leadership Theory appears to be used by countless organizations these days to shed light on expectations and suitable rewards for employees (Reymann, 2009). The label of transactional leadership was first coined by the author James V. Downton, Jr. in his revolutionary work, *Rebel Leadership*, published in 1973. Transactional leadership has its root in the social exchange theory first suggested by Adam Smith in the late 18th century. Smith (1976) specified that peoples were molded into parts of the community within society through the course of social exchanges. Then, in the early 1960s, J. Stacy Adams asserted that the concept of a social exchange being fair or equitable comprised of the concept of relative justice. The idea of the equality of exchanges and exchange fairness is built into by the constancy in the behaviors of leaders and followers who serve to exhibit care and affirmative movements (Gould-Williams & Davies, 2005). The ideas of fairness, justice, and equity in relationships and organizational communications are the rudiments of transactional or social exchanges in Western civilization (Carrell & Dittrich, 1978)

v)   Transformational Leadership

In current epoch, the leadership research has shifted its attention to a new favorite concept on transformational leadership, which not only stretches its influence beyond organizational performance and employee role performance, but also in cultivating astonishing attitude and emotional

stimulation of the workforce (Podsakoff, MacKenzie, Moorman, & Fetter, 1990B; Northouse, 2007; M. Bass & Riggio, 2010).

Transformational leadership (Cooper, Scandura, & Schriesheim, 2005; Wren, 2005), the scientific method of leadership can be traced to Aristotle (384 to 322 B.C.) and Plato (469 to 399 B.C.) who proposed division of labor, and debated on the concepts of centralization, delegation, and synergy (Bass, 1990). Transformational leadership epoch started when James MacGregor Burns published the book *Leadership* in 1978. Transformational leadership has emerged as possibly one of the most influential leadership theories (Bono & Judge, 2003; Piccolo & Colquitt, 2006). The concept of transformational leadership was initially conceptualized by Burns (1978) and was further developed by other theorists, particularly by Bass during the 1990s (Bass, 1990).
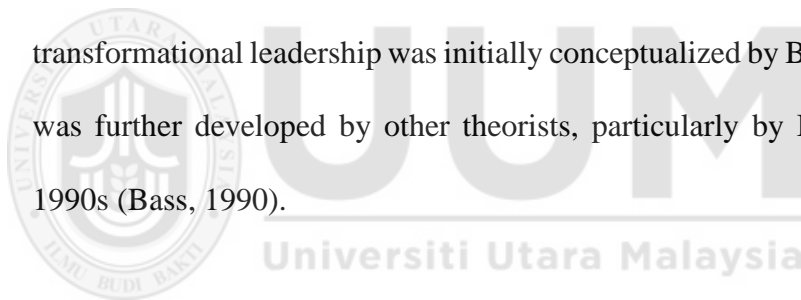
Transformational leadership is the kind of leader who is willing and able to transform followers' desires and values for the greater good of the organization (MacKenzie, Podsakoff, & Rich, 2001). Warrick (2011) further iterated that transformational leadership is a dynamic model which manifests the uprightness, reliability, empathy, justice, and unceasing learning mentality of a leader.   Carless, Wearing, and Mann, (2000, p389) further categorized transformational leadership into seven types of behavioral constructs: "vision, staff-development, supportive leadership, empowerment, innovative or lateral thinking, leading by example and charismatic leadership."

Avolio and Bass orchestrated the four critical elements plus three sub-elements of a Transformational leadership, and they are as follows (Bass & Avolio, 1994): a.) idealized influence attributed (charisma attributed), and idealized influence behaviors (charisma behaviors), b) inspirational motivation, c) individualized consideration and d) intellectual stimulation, e) contingent, f) management by exception and g) laissez-faire.

a. Idealized Influence (charisma)

Leaders possess the ability to communicate vision and provide challenging goals and motivate followers to strive beyond personal-interest and towards shared purpose. They stood up for the right principles and values, and stress on the importance of purpose, commitment and honor. They displayed attractive behavior for people to emulate and with that quality it builds trust, respect, passion, loyalty, confidence and pride of the people (Dionne, Yammarino, Atwater, & Spangler, 2004; Avolio et al., 2004; Bass & Riggio, 2006).

b. Inspirational Motivation

Leader possesses the ability to motivate and inspire followers to commit to the vision of the organization by offering and bestowing challenging and meaningful work. They inspire followers to become actively engaged and pursue task-oriented commitment. The leaders craft an environment of greater team spirit and cohesiveness, and a model sense of eagerness to achieve desired team goals (Antonakis, Avolio, & Sivasubramaniam, 2003; Bass & Riggio, 2006). Bass & Avolio (1994) further claimed that transformational leaders inspire employees by clearly communicating expectations, motivating followers for the desire to achieve the expectations and by exhibiting

commitment to the organizational goals and circumspect a clear vision of the organization's future potential. Hickman (2010) and Kelly (2010) further attested that transformational leaders indeed appeal greatly to followers' emotion.

c. Individualized Consideration

Individualized consideration signifies the leader's ability to create a supportive environment to act as a coach and mentor to the employees by paying attention to each individual's needs for growth and achievement. These leaders support employees to develop themselves to a level beyond their expectation, by delegating jobs, monitoring progress, and constantly checking to see if extra support is needed and the leader is able to listen effectively (Bass & Riggio, 2006; Nicholson, 2007; Kelly, 2010). Bass and Avolio (1994, p.4) states that inspirational motivation leadership is: *"A two-way exchange in communication is encouraged and management by walking around work spaces is practiced"*.

d. Intellectual Stimulation

Intellectual stimulation refers to leader's ability to stimulate followers' creativity and innovation, where they encourage followers to unceasingly question the current assumptions and approaches, and they motivate the followers to use new methods to solve problems (Avolio, Zhu, Koh, & Puja, 2004; Bass & Riggio, 2006; Nicholson, 2007; Kelly, 2010). "Transformational leaders do not publicly condemn their followers but to inspire them to have a different view from the leader." (Bass and Avolio, 1994, p.4).

e. Contingency

This construct proposed that, the efficacy of a leader is contingent or reliant on the ability of a leader's style to be in one concord or in agreement with a situation. Fiedler claims that a leader's ability needs to ensure that there is a clear fit, or capability, of the leader to have impact on a collection of people, or amongst the style of the leader and at a given situation (Fiedler, 1967). The contingency leadership era suggests that the concept of organizational effectiveness depended on the fit between a leader and a situation (Van Seters & Field, 1990).

f. Management by Exception

Management by Exception is based on the observation of employees' work on a regular basis, where the manager will exert immediate intervention when corrections are needed (Bass, 1990).

g. Laissez-Faire

Laissez-Faire leadership to the employees is based on full democracy and freedom, moreover the superiors will not involve in their activities (Deluge, 1990). In other words, this total uninvolved attitude of leaders may cause more harm to both the employees and the companies. According to Stogdill (1974) under laissez-faire environment, employees would generally feel disoriented due to lack of direction and coordinated teamwork, as a result it reduces performance.

Table 2.1 comprised of two transformational leadership theories, one was founded by Dawton (i.e. the inspirational stimulating) and another by Burns (four-dimension transformational theory).

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Table 2.1
Transformational Leadership Era

Year	Authors	Theories	Concepts	Strengths	Weaknesses
1973	Dawton	Inspirational and stimulating	Emphasized on importance of relationship	Positively correlated to higher emotional intelligence	Emotional trust may breed permissiveness
1980	Bernard M Burns	Four dimensions of transformational leadership	Idealized Influence (Attributed and Behaviors), Inspirational Motivation, Individualized Consideration, Intellectual Stimulation	Positively associated with organizational success consolidated performance Teamwork-based performance Extra effort and satisfaction Attention to the need of followers	Large scope of coverage may lead to possible generalization
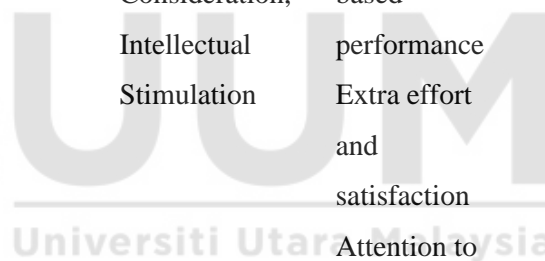
Source: Compiled by Author

i)   **Full Range Leadership Theory (FRL)**

The full range of leadership theory was established by Bass and Avolio (1994), it creates a continuum, which designates the laissez-faire style of leadership at one end, then situated the transactional style of leadership in the middle of the continuum, and moved the transformational style of leadership toward the other end of the continuum. The aim of the model is to distinguish between transformational and transactional leadership and also examine laissez-faire or non- leadership. According to Bernard M.

Bass, this model includes components of transformational, transactional, and non-leadership dimensions with transformational leadership ranked as a more advanced form of leadership, followed by transactional leadership practices ranked as secondary leadership concept (Bass & Riggio, 2006).

According to Kirkbride (2006), any effort to advance transformational leadership must recognize the organizational certainties that different styles of leadership exist. In fact, this is uniqueness of the full range leadership model. It directly concedes that the management will probably try the whole array of leadership styles starting from the laissez-faire, through transactional and finally to transformational. Management is assured that they do not have to achieve perfection to arrive at a transformational leadership level. As a matter of fact, they can gradually and progressively move toward the transformational end of the scale (Kirkbride, 2006).
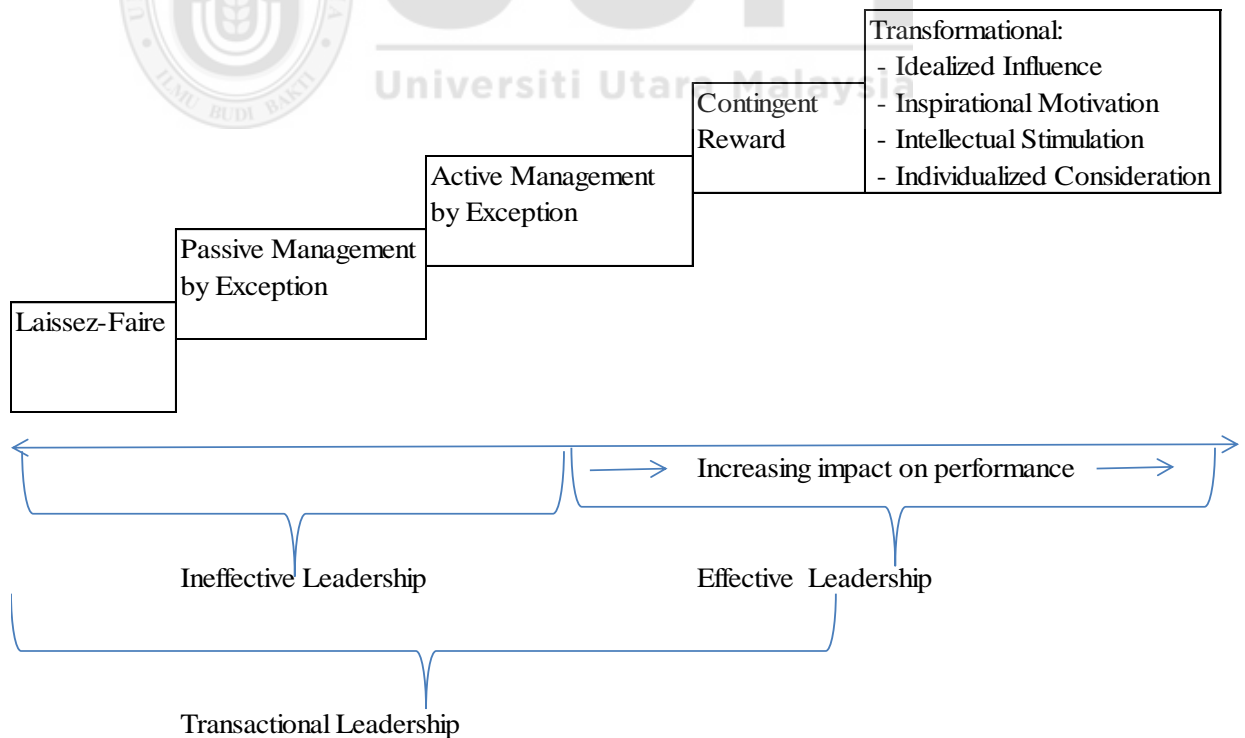
Note: Full Range Leadership Model adapted from Transformational Leadership by Bass and Riggio, 2006

Figure 2.1 *Full range of leadership model.*

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Figure 2.1 displayed the theoretical framework of full range leadership model, which comprises of five factors from transformational leadership (Bass & Avolio, 1994), i.e. i) Idealized Influence Attributed, ii) Idealized Influence Behaviors, iii) Inspirational motivation, iv) Individualized Consideration, v) Intellectual Stimulation; and three factors of transactional leadership (Bass & Avolio, 1994), i.e. i) Contingent Reward, ii) Management-by-Exception (Active), iii) Management-by-Exception (Passive); and lastly the laissez-faire leadership is essentially a non-leadership model.

After going through the detail analysis among the six (6) leadership theories, the researcher decided to adopt transformational leadership style as the independent variable, as it displayed the leaders' willingness to transform employees' attitudes and beliefs system for betterment of their organization. It was also hailed as a dynamic leadership style, as it portrayed leadership credibility and their genuine care for their people. As a result, employees showed tremendous respect and trust in them, and engaged in behavioral change (diminished in turnover intention) and ultimately deliver a better performance.

2.5.2 Previous Study of Leadership Style

2.5.2.1 Transformational Leadership influence Outcomes

In 1950s, multiple of Michigan Studies was conducted by Rensis Likert on behavioral-focused research of leadership at the University of Michigan. The emphasis of these researches is to generate empirical evidence concerning anything that effective leaders perform (Brewer & Likert, 1968). The result of Likert's research was the recognition of two essential styles of behavior a leader would normally display. A leader may have the propensity to display either one of the behaviors but preferably both at the same

time. The first behavior is production-centered, this means that a leader is disposed to pay close attention to employees' work, and he or she takes great pain to clarify work procedures and displays true concern for performance. The second behavior is employee-centered, which means that the leader cares for developing a functional workgroup by ensuring that staff are satisfied with their works and encourage staff involvement in organizational goal setting (Brewer & Likert, 1968). Likert believed among the two, the employee focused behavior approach is the most effective leadership behavior (Likert & Hayes, 1957; Brewer & Likert, 1968). Based on Likert's suggestion, it deems that leaders who show care toward their followers and encourage employee participation experience increases individual and organizational effectiveness, which resemble one of the principles of transformational leadership theory, i.e. the individualize consideration. It exhibits the favorable behavior of mentoring, coaching, and grooming followers; one of the four major aspects of transformational leadership theory (Bass & Riggio, 2006).

Stinglhamber, Marique, Caesens, Hanin, and De Zanet (2015) conducted a study with 287 employees from a water producer organization. The study showed that when employees showed great identification with their superior and their organization, the organization's transformational leadership would be positively related to the organizational culture of support, which in turn would establish emotional attachment to the organization.

Chen and Wu (2017a) did a study in Taiwan for the 226 frontline employees in a tourist hotel industry. The findings showed that transformational leadership behaviour impact leader-member exchange (LMX), and in return it affected employees' emotion and

attitude, which represent closely to the affective organizational commitment, and ultimately resulted in reducing turnover intention.

Allen, Attoh, and Gong (2017) conducted a survey over 218 of two universities alumni associations on the effect of transformational leadership on affective organizational commitment. According to the findings, transformational leadership assisted employees to understand their organization as socially considerate, and as a consequence, enhance their identification and organizational commitment.

Another recent study was conducted in Ghana for a sizeable public organization, 336 employees were involved and the findings showed that transformational leadership has a positive influence towards engagement and affective organizational commitment, and negatively linked towards turnover intention (Gyensare, Kumedzro, Sanda, & Boso, 2017).

According to the abovementioned multitude of scholars that transformational leadership has been noticed to have the certainty in influence to various organizational development and consequences, like employees' job performance, job satisfaction, organizational commitment, organizational citizenship behavior and employees attitude (MacKenzie, Podsakoff, & Rich, 2001; Walumbwa, Orwa, Wang, & Lawler, 2005; Aarons, 2006). In view of the above, the study would like to commit to do the investigation of how transformational leadership would influence emotional attitude of the employees in terms of their individual affective commitment, the impact of organizational culture towards organizational support in influencing the organizational outcome like turnover intention and performance.

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2.5.2.2 Transformational Leadership and Organizational Commitment

Moreover, the recent empirical studies conducted by multiple scholars show that transformational leadership has substantial influence to organizational commitment (Nguni, Sleegers, & Denessen, 2006; Rafferty & Griffin, 2004). Porter, Steers, Mowday, and Boulian (1974), and Williams and Hazer (1986) claimed that transformational leadership does predict organizational commitment through job satisfaction. Galanou (2010), and Sabir, Sohail, and Khan (2011) pronounced that many empirical studies have showed that leadership style is expected to predict organizational commitment, and there is a relatively strong relationship between the two. Lee and Teo (2005), and Judge and Piccolo (2004) asserted that there were sufficient empirical evidence to show that transformational leadership strongly relates to organizational commitment, job satisfaction and worker motivation. The above findings show that there is a positive correlation between transformational leader and organizational commitment, besides it also strongly predicts organizational commitment. In addition, researches according to Chandna and Krishnan (2009), Lo, Ramayah, and Min (2009) and Joo, Song, Lim, and Yoon (2012), showed that leadership has been regarded as one of the essential variables impacting employee attitudes and behavior, and the findings show that effective leader does enhance the degree of organizational commitment.

Barling, Weber, and Kelloway (1996), Goodwin, Wofford, and Whittington (2001) revealed that there were substantial empirical evidence that transformational leadership heightens the organizational commitment of groups. Arnold, Barling, and Kelloway, (2001), Bono and Judge (2003), Avolio, Zhu, Koh, and Puja (2004), Krishnan (2005), Luthans, Avolio, Walumbwa, and Li (2005), Yukl (2006) further claimed that

transformational leadership did have a positive influence on employees' job performance, job satisfaction and organizational commitment. Lok and Crawford (1999) and Heravi, Shahidi, and Nik Mahmood (2010) in their research showed that leadership is one of the key variables which will impact organizational commitment and in turn effect on turnover intention. Other empirical studies conducted by Sribenjachot (2007) and Erkutlu (2008) showed that leadership has an absolute influence on organizational commitment, performance and leader's outcome. The above findings validate that transformational leadership style not only associates with effective leadership but also predicts employees' efficacy, job satisfaction, organizational commitment, organizational success and adversely relates to turnover intent of employees. Besides, the above findings showed that transformational leadership not only influence employees' emotional attitude in terms of their organizational commitment but it also predicts the turnover intention and actual turnover of the employees.
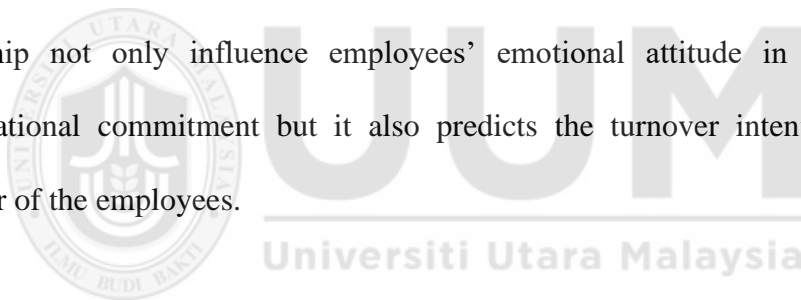
2.5.2.3 Transformational Leadership links to Turnover Intention

Other former studies uncovered that transformational leadership is negatively linked with turnover intention (Bycio et al., 1995; Hughes et al., 2010; Rafferty & Griffin, 2004). According to Taplin and Winterton (2007) and Hamstra, Van Yperen, Wisse, and Sassenberg (2011), leadership is pertinent in building work values to delimitate employees' turnover intention. In other words, according to Bass, Waldman, Avolio, and Bebb (1987), Kelloway, Barling, and Helleur (2000), and Parry and Sinha (2005), organizations should provide training to employees in transformational leadership, which may eventually lead to huge benefit in behavioral change.

Other empirical research showed that transformational leadership is positively correlated to building trust and organizational commitment (Top, Tarcan, Tekingündüz, & Hikmet, 2013), job performance (Aryee & Chu, 2012), negatively correlates to turnover intention (Meyer et al., 2002a) and actual turnover (Wells & Peachey, 2011). Recent studies conducted in Taiwan by Chang, Wang, and Huang (2014) over the multilevel of individual and store-level dimensions showed that transformational leadership has significant impact to employees' turnover intention, actual departure and organizational performance.

On two separate occasions, one in early 2014 and another in late 2015, the researcher was granted the opportunity to interview Dato' Ameer Ali Mydin, the Managing Director of Mydin Mohamed Holdings Bhd. While conducting the interview, the researcher also spoke to several of his staff, according to them, Dato' Ameer accentuates significantly on accountability, honesty, humility, integrity, self-discipline and responsibility. He seldom takes credit for the success of the company but attributed it all to his board and staff members. When mishaps happened, he often took the blame upon himself. According to his Management staff, one of Dato' Ameer's many good attributes is his ability to build strong relationships with his subordinates and demonstrates care and concern for them (Muhammad, Isa, & Othman, 2011). In other words, Dato' Ameer Ali Mydin is recognized as one of the few rare entrepreneurs in Malaysia's retail chain and service industry who effusively display the four (4) characteristics of transformational leadership style and brings forth outstanding loyalty and commitment from the staff and gives rise to the solid performance of the company.

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Based on the above empirical research evidence and also the Mydin's testimony, in order for an organization to attain high performance status, the first and foremost consideration is the quality of management/leadership of the organization (Hall & Stogdill, 1976; Schein, 2004). This study has analyzed in detail the intervening effects of developing highly committed employees, and delivering the dependent variable of stay-ability of the employees and achieving sustainable performance organization. In addition, the study had also examined the model's validity and reliability of the transformational leadership construct to organizational culture, organizational commitment and turnover intention. The final analysis of the above study recognized the importance of reviewing and investigating the relationship of transformational leadership to the mediating factor of organizational commitment and dependent variable of turnover intention. The study further explored how the correlation of transformational leadership, organizational culture and organizational commitment influenced the delivery of sustainable high performance of the organization by lowering the turnover intention, at the same time eradicating the frontline employees' turnover in the workplace.

2.5.2.4 Justification of selecting Transformational Leadership as one of the independent variables

Transformational leadership behaviors have been recognized as one of the most significant and prevalent methods in assessing leader effectiveness (Chen, 2017). As a matter of fact, there are many good scholars who acclaimed that transformational leadership has evolved into a prominent style of leadership that would impact employees' attitude, behavior and results, which includes job satisfaction, organizational commitment, turnover intention, work delivery and organizational citizenship behavior (Bass, 1990; Podsakoff et al., 1990; Kirkpatrick & Locke, 1996;

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Judge & Piccolo, 2004; Nemanich & Keller, 2007; Gumusluoglu & llsev, 2009; Tsai, Chen, & Cheng, 2009; Gül & Şahin, 2011).

Avolio, Bass, and Jung (1999) claimed that one of the key characteristics of transformational leadership, i.e. the idealized influence will encourage employees' affinity and trust to their superior, which will further build up the same trust to their immediate organization. According to Walumbwa, Cropanzano, and Hartnell (2009), the affinity/identification and trust will help to develop a high-quality organization and employees' social exchange and a high degree of affective commitment. Similarly, in another research by Avolio, Zhu, Koh, and Bhatia (2004), Piccolo and Colquitt (2006), they claimed that when transformational leaders portray individual consideration and provide employees with inspiration and motivation on how to resolve work problems, the employees will respond positively to the superior by displaying grander affective commitment to the organization.

According to Walumbwa, Cropanzano, and Hartnell (2009) transformational leadership utilized social exchange processes in dealing with employees like trust, care, loyalty and communication. As a result, employees develop the sense of appreciation and obligation to the leaders and organization. In other words, according to Hughes, Avey, and Nixon (2010), transformational leaders tend to be able to retain employees by providing individual care and consideration through developing good personalized exchange relationship with their employees (Hughes et al., 2010). In addition, according to Martin and Epitropaki (2001),transformational leadership can take employees beyond self-interests to organizational interest through social exchange practice between organization and employees to reduce the turnover intention. Maertz

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and Griffeth (2004) and Ballinger, Lehmanb, and Schoorman (2010), further attested that leaders who exercise exchange relationship enable their talented staff to remain and reduce their turnover intention.

Chen (2017) in their recent research showed that there are numerous researches disclosed that when there are greater degrees of leader-employee exchange relationship, the turnover intention of frontline employees will also be reduced. On the contrary, when leaders breach the trust and respect from their followers, it will lead to negative consequences like lower affective commitment (Coyle-Shapiro & Kessler, 2000) and higher turnover intention (Cullinane, Dundon, & Cullinane, 2006). Nevertheless, when employees of an organization regarded the leader possessed transformational value with high integrity (idealized identity) character, they will remain highly committed to their organization (Bello, 2012). According to Herrbach, Mignonac, Vandenberghe, and Negrini (2009) study, they observed that there is high correlation between transformational leadership, organization commitment, job satisfaction and turnover intention.

DeGroot, Kiker, and Cross (2009) suggested that transformational leadership effectively helped to enhance employee's productivity and reduced absenteeism. Gill, Mathur, Sharma, and Bhutani (2011) stated that when leaders displayed greater transformational leadership, employees will be inclined to reduce their voluntary turnover intention, which is due to the fact that transformational leaders possess high standards of ethical conduct. A. Gill et al. (2011) further stated that many researchers claimed that transformational leadership directly predisposed employees' turnover intention.

Indeed, many scholars have come to the general consensus that the various dimensions within transformational leadership influence employees' organizational commitment, especially the idealistic influence and individual care (Koh, Steers, & Terborg, 1995; Podsakoff, MacKenzie, & Bommer, 1996; Nguni et al., 2006). Nguni et al. (2006) in his study also suggested that transformational leadership dimensions significantly impacted staff organizational commitment and turnover intention. M. Podsakoff, B. MacKenzie, and H. Bommer (1996), Kark, Shamir, and Chen (2003), Rafferty and Griffin (2004) and Yucel, McMillan, and Richard (2014) also claimed that other transformational leadership dimensions like idealize influence (visionary and inspirational communication) and intellectual stimulation were found to have direct link to two other dimensions of organizational commitment, i.e. affective commitment and continued commitment in organization.

Bass (1985) claimed that transformational qualities lead to performance beyond expectations in organizational settings; in reality, empirical research has validated the claim that there is a direct relationship between transformational attributes and organizational gauges of effectiveness (Howell & Avolio, 1993; Waldman, Ramírez, House, & Puranam, 2001). Transformational leaders assist their employees to advance and enable them to become upcoming leaders so as to answer to the desires of individual follower and the group. They encourage the employees so that their personal goals can be synchronized to the larger goals of their employers, leaders, teams, and organization as a whole. Limsila and Ogunlana (2008b) suggested that transformational leadership could inspire and motivate employees to surpass their usual performance, and they are

able to help the followers realize their satisfaction and commitment to the team and organization.

Moreover, transformational leaders aspire to grow higher levels of personal commitment to the firm. At the same time, they share the same desire to inspire the followers' increased engagement with the organization. Coupled with that, Bass (1985) suggested that transformational leaders are those who are able to increase the commitment of their employees. This commitment will move above personal interest and progress into actions that will profit the total organization. Conger (1999) illustrated this by asserting that transformational leaders are able to inspire their employees to perform beyond their level of requirements and also portray the similar expectation of their superiors. Bass (1985) also claimed that leaders noticeably aim to motivate subordinates; in other words, employees will not be short of any encouragement in fulfilling their assignments because they are motivated by their leaders, and they always look for new methods to resolve issues. The above findings showed that transformational quality of the leaders will motivate their followers to perform beyond expectation, beyond their self-interest and deliver excellent results, and always inspire them to realize their satisfaction, commitment and engagement with their organization.

2.5.3 Concluding remarks of Transformational leadership Style

The continuous debate of whether leadership is originated from within (i.e. nature) or influenced by the environment (nurture) has no ending or clear demarcation. According to Heilbrun's three sub-categorization of leadership (the attribute, the behavioral and the contingency), and Bass and Avolio's Full Range leadership, all leaders will move within the continuum, and they will exhibit all the leadership styles at one point or

another. To be effective, they need to possess and exercise the specific style in the appropriate situation, at a specific time and environment. However, in the long run as the followers and leaders mature, effective leaders need to exercise more transformational style in order to achieve sustainable high performance.

In other words, according to Salanova, Lorente, Chambel, and Martínez (2011), transformational leadership is known to possess the four qualities, that is idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation, and leaders do foster the throughput of their employees who develop high self-assurance of their competency. They empower their followers to take appropriate action to succeed in unearthing the connection between transformational leadership and self- efficacy. That has reinforced the previous findings by Walumbwa, Avolio, and Zhu (2008), that transformational leadership is able to bolster self-efficacy of employees. These leaders show a high degree of caring for people and relationships, and they often become the inspiring motivators to their followers. Hanke (2009), Snavely and McNeill (2008) further suggested that optimistic leaders are motivated by change and actively seek out different activities, often theorizing the bigger picture rather than the minute details (Hanke, 2009; Snavely & McNeill, 2008). The enthusiastic style may have an encouraging impact on the culture and level of employees' commitment in the organization. The results of the above findings showed that transformational leaders would enhance the productivity of their employees through empowerment and inspiration culture, in return produce self-assured, committed and effective employees, who embrace change for the goodness of the team and the organization.

Through the thorough review of the literature of leadership style variable, it becomes apparent that among the six contemporarily leadership models, transformation leadership style was hailed to be the most influential idea in enhancing employees' job satisfaction and organizational commitment, so as to help organizations achieve high sustainable performance and in turn eradicates turnover intention and turnover in the long run. Under the justification of selecting transformation leadership in this study, there is an incessant advancement in transformation leadership which is highly acclaimed by a good number of scholars that it is recognized as the most prevalent leadership in assessing the effectiveness of the leader. Besides, it has also been upheld to be the one which can effectively affect the attitude and behavior of the employees to cultivate their commitment, loyalty and outstrip their performance (Bass, 1990; Kirkpatrick & Locke, 1996; Judge & Piccolo, 2004; Nemanich & Keller, 2007; Gumusluoglu & llsev, 2009; Tsai et al., 2009; Tso-Jen Chen, 2017). Moreover, many scholars like M. Podsakoff et al. (1996), Kark et al. (2003), Rafferty and Griffin (2004), Yucel et al. (2014) affirmed that the four dimensions of transformational leadership significantly influence and correlate to the three main constructs, i.e. organizational culture, organizational commitment and turnover intention of this framework of research. Therefore, the study is tenacious to utilize transformation leadership as one of the important theories to establish this theoretical framework for the study of retail and services industry of Malaysia.

2.6 Organizational Culture

According to Schneider (1990, p.416) that, *"Culture and climate are both attempts to identify the environment that affects the behavior of people in organizations. Culture exists at a higher level of abstraction than climate, and climate is a manifestation of culture."*

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Lou Gerstner, the former chairman of IBM puts it: ''Culture isn't just one aspect of the game – it is the game'' (Rogers & Meehan, 2007, p.257). Guthrie and Shayo (2005) suggested that culture commands the same level of importance to an organization as personality does to an individual. They further elaborate that similar to human culture, organizational culture is handed over from one generation to the next, and both change at about the same pace.

2.6.1 Definition and Conceptualization of Organizational Culture

Schein (2010, p.18) defined corporate culture as:

> *A pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.*

In early 1996, Schein (1996, p.236) had a simpler definition of culture as follow:

> *"A set of shared, taken-for-granted implicit assumptions that a group holds and that determines how it perceives, thinks about, and reacts to its various environments"*

Barger (2007) attempted to define that the culture of an organization is tied to the rituals, fairy tales, stories, ceremonies, and myths that have been passed from one person to the other. Organizational culture is defined as the set of values, beliefs, norms, symbols, and rituals that are collectively held by the constituents of a specific company and defined as the way actions are conducted in the organization to solve internal issues and to relate to customers, suppliers, and the environment (Barger, 2007).

According to Schein (1988),organizational culture considerably affects the activities that are accomplished and is mainly employed via the way organizational socialization is carried out. This socialization process of ''learning the ropes'' comprised of impartation of ideology and educating new followers and strengthening the current members the ideology of ''how we do things around here.''

Schein's argument declared that culture is not some kind of behavior or something that can be readily seen. Cultural attributes started to develop beginning with common suppositions that determined the basis for personal and collection values. In other words, this set value will develop into behaviors and form observable substances (Schein, 1983).

Schein (1990, p. 109) expounded that, *"organizational culture consists of two layers of concepts, namely visible and invisible characteristics. The visible layer means external buildings, clothing, behavior modes, regulations, stories, myths, languages and rites. The invisible layer means common values, norms, faith and assumptions."* of a group and/or organization. Organizational culture, on top of the ability to combine regular actions of followers to achieve intended objectives, also assists the organizations adjust quickly and properly to outside environment's demands (Daft, 2010).

According to the above definitions by the scholars, organization culture resembles the personality or soul of organization; as described by Barney (1991) and Peteraf (1993) that it can be something valuable, rare, incomparable and non-substitutable (VRIN). It works like an organic substance, which consists of all the elements like values, attitudes, assumptions, beliefs, norms, rituals, behavioral modes, regulations, which are

both visible or invisible to people (external or internal). It serves as a mechanism for people to conduct themselves or to carry on businesses with all parties. As Schein (2010) described, culture provides people the way to adapt to the external environment or integrate within the internal environment, in other words, organizational culture works like a double-edged sword, and it can either be working for them or against them. Alternatively, organizational culture can determine an organizational competitiveness or vulnerability within the environment that it competes.

The theory of culture came into view during the Roman Empire. The earlier work of the Roman orator and philosopher Marcus Tulluius Cicero, entitled Tuscalan Disputations of 45 B.C., explained the fundamental meaning of culture as plowing the land and utilizing it in a symbolic way to denote nurturing through educating a person's mindset (Reymann, 2009). During the 17th century, the theory of culture further developed to discourse over things created by humans as compared those produced by nature. The work, *Of the Law of Nature and Nations*, published in 1684 by the German philosopher Samuel Pufendorf, considered culture as the existence of objects established by humans versus natural states. By the mid-18th century, culture was a familiar phrase employed all over Eastern Europe designating important components of communal living as part of the facet of human movement which distinguishes human from animal instinctive actions (Reymann, 2009).

From the end of the 19th century right through the first part of the 20th century, during the developmental period of anthropology, systems theory, ethnology, information theory, and semiotics, all delivered substantial achievements that pertained to the study of culture (Reymann, 2009). Close to the end of the 19th century, an English

anthropologist Edward B. Tylor, became the first researcher to appreciate culture as a

unique, or independent construct as a study (Tax, 1951).

Culture frequently depicts the specific behavior of groups (Schein, 1990; Kotter &

Heskett, 1992). It seems that culture is the way in which individual behavior provides

useful ways to signify to these groups as an essential cause connecting organizational

leadership, culture, and performance (Ogbonna & Harris, 2000; Block, 2003). Andre

W. Pettigrew was credited to be the first who coined the phrase 'organizational culture'

in scholarly literature in 1979 in an article called, *On Studying Organizational Cultures*

(Pettigrew, 1979). In that article, Pettigrew declared that culture needs to be dealt with

as a group with shared concepts comprising beliefs, rituals, myths, symbols, language

and ideology. However, in the 1980s and 1990s, organizational culture has further

upgraded to become a theoretical construct for study (Schein, 1983).

Organizational culture is comprised of shared values, beliefs, and assumptions, and its

rich historical roots lie within anthropological (Mead, 1949; Geertz, 1973; 1 Schein,

1985), sociological (Durkheim, 1915), and social psychological (Festinger, 1957)

research backgrounds. The theoretical groundwork of the organizational climate

literature rests in the area of organizational psychology, which tied back to the theory

of the organizational by theorist Kurt Lewin (Lewin, Lippitt, & White, 1939; Lewin,

1951). According to Chang & Lin (2007), the concept of culture for organizations has

indeed stemmed from anthropology for organizational management research.

In order to understand culture formation, there is a need to understand the integration

from event-structure theory (Allport, 1954; Allport, 1955), social learning theory

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(Bandura, 1977) and self-regulation theory (Klein, 1989; Carver & Scheier, 1998) to illuminate the process by which unit members develop consensus about unit values, beliefs, and assumptions. Event-structure theory illustrates how frequent interactions produce culture emergence over time. Social learning theory depicts two key types of learning that are vital for culture emergence, it endorses that "those with high status, competence, and power are more effective in prompting others to behave similarly than are models of lower standing" (Bandura, 1977, p.88). Finally, self-regulation theory extends this discussion by expressing how leaders and unit behavior influence learning and norm formation.

2.6.1.1 Types of Organizational Culture

According to Quinn and Rohrbaugh (1983), in order to have better understanding of an organizational culture, it is important that we need to begin with the understanding of the cultural type that a company possessed. They introduced the competing values framework culture type (CVF), which consists of four cells namely, i) collaborate/clan (internal focus and flexible with employees), ii) create/adhocracy (external focus with growth mindset yet open to their subordinates), iii) competitive/market (external driven, leadership is very demanding with focus on winning) and lastly iv) control/hierarchy (internal focus with great emphasis on control and structure).Each of the above organizational cultural types differentiate by their beliefs, values, attitudes and behaviours.

Lacatus (2013) further explained the four cultural types that organization can apply to achieve their market superiority and competitive advantages by adopting the individual or mixture of each unique type of values and actions that fit well with the organization's

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philosophy and/or vision. Below is the description of the four applicable culture types for organization to pursue, they are as follows:

i) Collaborate/Consensual (Clan) organizational culture resembles a kindly-based organization, whereby people provide communal support to its tightly knitted fellowship within that community. The core values of that organization are the willingness to develop their people through coaching, which will lead to growth and mutual trust and respect.

ii) Create/Developmental (Adhocracy) organization is full of energy and creativity. They embraced innovation and always strived to be on the cutting edge/unique technologies, services and structures. Their long-term view is on growth, and obtaining new resources and opportunities. Organizational focus is to strive to be an industry leader, yet individual freedom and initiatives are encouraged. Very similar to Collaborate (Clan) with great emphasis in employee's flexibility and discretion, yet are very much external focused, differentiated, adaptive and flexible.

iii) Control/Hierarchical (Hierarchy) organization possessed the similarities as a large bureaucratic organization. They emphasized very much on internal integration and stability. They focus in controlling, standardization of processes with well-defined structure for decision making. Their leaders are well-versed in organizing, coordinating and monitoring processes and performance.

iv) Compete/Rational (Market) culture is a result and external oriented organization, they emphasize on differentiation rather than integration.

Employees are very competitive and goal-oriented, and leaders are very results driven. Company image and success are the common focus, and they unified the employees through their long-term view of targets achievement and winning.

Nonetheless, according to Zimmerman et al. (2009), Park and Kim (2009), Seo, Ko, and Price (2004), Kim, Dansereau, and Kim (2004) whom had since performed the survey on Korean nurses' job satisfaction and turnover intention and other similar researches on the organizational culture, job satisfaction, performance and turnover intention. They concertedly agreed that consensual/collaborate and developmental cultures are strongly correlated with better job satisfaction, organizational commitment and reduced turnover intention of employees. As a matter of fact, according to the research, consensual/collaborate culture had the greatest impact on turnover intention among other culture types. In other words, the findings showed that the emotional support from team and leadership suggested that consensual/collaborate culture improved organizational commitment and employees' stability, i.e. willingness to stay. The higher care, support, trust and development of employees of the clan/collaborate culture greatly resembles two other dimensions of transformational leadership, i.e. individual consideration and idealized influence. In view of the above empirical evidence, i.e. collaborate culture resemblances are close to transformational leadership style and their mutual ability to reduce turnover intention of employees. The researcher proceeded to adopt clan/collaborate/consensual organizational culture as the cultural type to develop the theoretical framework of the study.

2.6.2 Previous Study of Organizational Culture

Ansari, Munir, and Gregg (2012) meta-analyzed more than 60 studies circulated between 1990 and 2007 on organizational culture and organizational performance containing 7,619 organizations and small business entities in 26 nations. The above research contained more than 35 performance measures, which comprised of customer retention, return on investment, revenue growth, increased of market-share, etc. The meta-analysis offered a peep into the empirical evidence of how to cultivate a robust organizational culture so as to craft a competitive advantage for the organization and outstanding business performance (Gallagher, Brown, & Brown, 2008). As a matter of fact, according to Gordon (1985), research in banking and utilities industries showed that the results from the empirical study of over 50,000 managers from more than 500 organizations, that those high performing organizations attained high scores in all of the eleven distinguished culture dimensions than low performance organizations (variance of up to a tenth percentile in all dimensions).

However, other researchers like Kotter and Heskett (1992) conducted an extensive quantitative research on the relationship between organizational culture and sustainable economic performance in big, public listed organizations in 18 different industries; and the results showed only moderate effect organizational culture has on firms' performances. As a matter of fact, according to Zuckerman, an organization with strong culture may also be a disadvantage in a dynamic environment (Sørensen, 2002; Zuckerman, 2002). Bass and Riggio (2006) observed that the kind of culture that was supported by power and politics could be powerful on temporary or short-term basis, but it would generally neglect innovation in the long term.

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Nevertheless, the above findings and the empirical data showed that when organization pays great attention to culture, it would foster greater effectiveness in terms of superior financial return, greater productivity and performance, and ultimately obtains a better commitment from the employees (Hartnell, Ou, & Kinicki, 2011). However, some prominent scholars in cultural research suggested that cultural impact to organization in longer term perspective has attained only a moderate result. Nevertheless, the results were overwhelming in terms of those organizations that deliberated in fostering strong culture to achieve great competitive advantages.

In early 80s, Denison (1984) conducted a large scale of research, which revealed that 'participative cultures' experiences better performance than those that do not have participative cultures, achieving a 10th percentile higher on almost all fundamental culture dimensions. The entire survey gathered performance data from 43,747 respondents in 6,671 groups in 34 large corporations, of which Denison (1990) validated both quantitatively and qualitatively that high performing firms attained substantially higher scores in all four identified corporate culture (adaptability, involvement, mission and consistency) elements. Denison and Mishra (1995) demonstrated authentication of the predictive value of four recognizable attributes of organizational culture, they claimed that involvement and adaptability are strong predictors for growth, whereas consistency and mission are better predictors for profitability; nevertheless, all four dimensions are validated as meaningful predictors of overall performance. Pfeffer (1998, p.124) reckoned that those outstanding organizations understand the value of intellectual capital embedded within the employees, therefore, organizations that impart a supporting culture and work environment will facilitate involvement and contribution, and he proclaimed that "the

potential of a firm's human resources can be better employed through management policies that consider the happiness and well-being of the resource". The above findings showed that an organizational culture which displays great consistency, adaptability, involvement and participation by employees will predict organization success.

Final analysis is that, according to Stalk (1988) it is important for an organization to cultivate culture of responsiveness that would enable it to attain competitive advantage in terms of customer satisfaction, innovation, business performance and financial performance. In other words, responsiveness (in relation to the delivery of quality) is highly correlated to the costs, financial and non-financial performances, customer satisfaction, and customer retention (Sureshchandar, Rajendran, & Anantharaman, 2002; Theoharakis & Hooley, 2003; Chen, 2004; Kritchanchai, 2004). In order for firms to achieve a competitive edge, organizations need to nurture a responsive culture so that superior financial performance, innovation and satisfaction (including customers' and employees' retention) can be attained.

2.6.3 Organizational culture and organizational outcomes

Hansen and Wernerfelt (1989), and Schein (1990) expounded that organizational culture can affect the way people establish personal and professional goals, their performance in work and the utilization of resources to succeed. Organizational culture influences people's thinking and making decisions, consciously and subconsciously, and on how people perceive, feel and act.

Deal, T.E and Kennedy (1982), Peters and Waterman (1982) have insinuated that organizational culture can put forth significant impact to organizations especially in areas such as performance and commitment. Bain and Company (Rogers & Meehan, 2007) study revealed that nearly 70 percent of business leaders concur that culture delivers the paramount source of competitive edge. As a matter of fact, greater than 80 percent of them believe that an absence of a high-performance cultures in the organizations will destine them to mediocrity. Schneider (1990) suggested that the organizations that pay great attention on cultural development will thrive; reason being that focused cultures offer better financial returns. Organizations that can foster effective cultures in an effectual manner will improve efficiency and quality of work life of employees (Rose, 2008).

Collins and Porras (1994) research, showed that organization focuses on the sustainable existence of 'working communities' together with organizational norms and values that create a 'binding agent' or 'soul' of a community. They conducted six long years of survey study on matters which enable organizations to achieve sustainable high performance, and they discovered that the significant difference for the ones who succeed are the organizations which possess a strong culture with visionary aspect; which distinguished them from a control group that comprised of the lackluster companies.

According to Quinn and Robert (2011) there is a high correlation between organization with good performance record and organization which has a robust culture and a beneficial set of values, beliefs and behaviors, which signifies common agreement. Similarly, according to them, a feeble culture indicates an insufficiency of the

congruence values and norms. In addition, they also perceived that the strength of any culture signifies the intensity of understanding among the employees about the significance of exclusive values and behavior (Deal, T.E & Kennedy, 1982; Denison, 1990; Kotter & Heskett, 1992; Juechter, Fisher, & Alford, 1998; Quinn & Robert, 2011). There were some good surveys conducted in 11 US insurance companies by Gordon and DiTomaso (1992) and they observed that firms with 'strong cultures' do better than firms with 'weak cultures' in asset and premium growth rates. Stronger cultures correlate significantly with the following two performance measures (the results of significant correlations ranged from .44 to .75). In addition, the indicative research suggests that a robust culture is a significant element responsible for the financial achievement and accomplishment by larger group of organizations because of their superior management capability (Barney, 1986; Saffold, 1988; Gordon & DiTomaso, 1992).

According to Pfeffer and Veiga (1999, p.37) research on the effect of corporate culture on organization success, suggested that *"drawing on extensive empirical research, an irrefutable business case can be made that the culture and capabilities of an organization—derived from the way it manages its people—are the real and enduring sources of competitive advantage"*. Robbins, Roodt, Van Daalen, and Odendaal (2003, p.525) described culture as *"a system of shared meaning held by members that distinguishes the organization from other organizations"*. Block (2003) acclaimed that the relation of leadership style and culture seems to have an impact on organizational performance. He further elaborated that a significant component of this study is to realize that the relations between leadership and culture is not simply a mechanical function, it is the way that organization society is being developed, and organizational culture has been perceived

to contribute to its success. Organizational culture played an important role to ensure organizational performance as it entices workforce to develop the sense of empowerment (Seibert, Silver, & Randolph, 2004), trust (Giffin, 1967; Scott, 1980; Atwater, 1988; Avolio, Gibbons, Conger, & Kanungo, 1988; Thomas & Velthouse, 1990; Bazerman, 1994; Mayer, Davis, & Schoorman, 1995; Elangovan & Shapiro, 1998; Pfeffer & Veiga, 1999; Blanchard & Hodges, 2005), and the reduction of status differences (Pfeffer & Veiga, 1999), the opposite is when organizations have unclear directions, team biasness, employee conflicts, favoritism, misuse of resources, and untruthfulness (Elangovan & Shapiro, 1998). The above studies demonstrated that when leaders encourage and develop specific type of cultures like participation, employee involvement, enablement, empowerment and acclimatization, organizations will achieve sustainable growth and high profitability.

2.6.3.1 Organizational Culture and Transformational Leadership

Flemming (2009) claimed that transformational leadership and organizational culture have become the important constructs for study over multiple of decades. According to Bass and Avolio (1993) leaders lead and develop certain types of organizational culture in their firm. As a result, leaders create tools to educate and strengthen that belief within their employees. In other words, Schein (1990) suggested that culture and leadership are in fact two sides of the same coin, of which they should view together as one and not separately. As a matter of fact, Kim, Dansereau, and Kim (2002) found that there is a strong positive relationship between transformational leadership style (i.e. participative management style) and employees' job satisfaction and organizational commitment.

A study was conducted for a sales and service private firm with about 900 employees, over 23 branches located in the Virgin Islands with branches in St. Thomas, St. Croix and St. John in North America. The study captured 200 respondents from this group of employees The findings showed that relationship between transformational leadership style and organizational culture indeed improved the performance of the firms (Flemming, 2009).

Another study was conducted in the province of Edirne, Turkey, where 218 teachers participated. The study found that transformational leadership behaviours significantly related to collective teacher efficacy with $\beta=0.42$, $p<0.001$, it was also found to have significant relationship with self-efficacy of teacher with $\beta=0.50$, $p<0.001$. and finally it claimed to have significantly related to the collaborative culture with $\beta=0.42$, $p<0.001$ (Demir, 2008). The findings showed that transformational leadership had a strong positive impact on the dependent variables, like teacher efficacy (Ross & Gray, 2006; Fred O. Walumbwa et al., 2005), self-efficacy of teachers (Pillai & Williams, 2004; Nir & Kranot, 2006), and collaborative culture (Charbonneau, 2004).

Bass and Avolio (1993) suggested that leadership and organizational culture are so interconnected that one must observe together in an organization. Schein (2010) further echoed that in order to understand organization management, it is important that both leadership and organizational culture must be studied together due to the fact that they mutually affect and strengthen the way employees meet organizational objectives (Schein, 2010). In addition, many studies had suggested that there is continuous collaboration between organizational culture and leadership in organization (Bass & Avolio, 1993; Trice & Beyer, 1993; Waldman & Yammarino, 1999; Schein, 2010).

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2.6.3.2 Organizational Culture and Organizational Commitment

According to Joo (2010), organizational culture is an important factor to employees' organizational commitment. Felfe and Yan (2009) suggested that organizational culture stimulates employees' commitment, of which culture carries the fundamental values, norms and behavior that were within the organization setting. Muhammad, Razzaq, and Yameen (2010) claimed that organizational culture enriched employees' commitment in fulfilling the organizational goals. Many scholars like Meyer and Allen (1991), Lok and Crawford (2001), and Manetje and Martins (2009) attested that organization culture is the independent variable and organizational commitment is the consequence of it.

Chen and Francesco (2000) claimed that cultural element in the organization can deliver multiple kinds of employees' organizational commitment; for those employees who are more committed, they generally have more fulfilling organizational culture. Mohammad Yaghoubi, Oure, and Yazdani (2011) further attested to the above claim, according to them, when organization displayed a positive organizational culture with ample leadership support, employees will show a stronger commitment to the organization. In recent years, Messner (2013) conducted a study on 291 employees in the Indian IT outsourcing services industry, according to his findings, organizational culture is indeed the key impact to organizational commitment.

2.6.3.3 Organizational Culture and Turnover Intention

Organizational culture is considered to be one of the most crucial influences over the employee turnover, besides, it also has the serious impending impact on personal and organizations performance (MacIntosh & Doherty, 2010; Muhammad et al., 2010;

Nongo & Ikyanyon, 2012; Messner, 2013). According to Sheridan (1992), out of a vast variety of variables in organization which would predict employee turnover, organizational culture is considered to be one of the strongest among many. Carmeli (2005) performed a separate study on the impact of five dimensions of organizational culture, i.e. communication, innovation, job challenges, social cohesiveness and trust, on employee turnover intention and absenteeism, and he concluded that organizational culture and turnover intention are highly related. Aarons and Sawitzky (2006) further stated that those employees who worked in organization with more positive organizational culture were more contented with their works and showed greater commitment to their companies and is less likely to quit. Booth and Hamer (2007), MacIntosh and Doherty (2010) in their respective studies found that organizational culture is indeed one of the major determinant whether employees will stay or leave the organization. Shim (2010) in his study of organizational culture and its influences found that organizational culture predicts employee turnover, in other words, if an organization possesses high value organizational culture, the turnover intention is less likely to happen.

Park and Kim (2009) performed studies in public hospitals in Korea among the nurses to explore the influence of organizational culture on turnover intention, and the result showed that organizational culture indeed had a direct influence over turnover intention of those nurses.

However, many scholars observed that culture would remain union with excellent performance provided that the culture is flexible enough to change according to the environmental conditions. In addition, culture must be broadly shared, and it must

possess the unique qualities which cannot be easily copied (Ouchi, 1981; Pascale, 1981; Lim, 1995; Lewis, 1998). According to Barney (1986)'s study, the high performance organizations differentiate themselves by the large amount of attention showered on their employees and the employees show eagerness to satisfy client wishes. In addition, employees show a high amount of personal commitment and adherence to company values, like engagement, which is perceived to be the most credible factors to achieve high performance. When there is lack of attention, the performance of profitable organizations will eventually decline, however, according to Barney (1986), only culture that is valuable, rare and unique, will be the source of sustainable competitive advantage. According to Hartnell (2011), the findings from the highly validated meta-analytic results suggest that the claim demonstrates an irrefutable link between organizational culture and desirable unit results such as employee attitudes (satisfaction and commitment), operational effectiveness, and financial performance. In other words, the above findings showed that there is significant difference in terms of performance and results between firms with strong culture (which carries unique values and processes) and firms with weak culture (which lacks true north principles and values as guidance), and firms which embraces change. Besides, according to the above scholars, organizational culture relates closely to organizational leadership, as they mutually affected one another, as Schein (1990b) suggested that there are two sides of the same coin. In addition, organizational culture also has strong influence to both the organizational commitment (Joo, 2010) and turnover intention (MacIntosh & Doherty, 2010) of the employees as well. In view of the above findings, it is appropriate that a similar research based on the similar constructs, i.e. organizational culture, transformational leadership, organizational commitment and turnover intention, should

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be conducted in retail and services industry of Malaysia, in order that the problem of high turnover encountered by the industry can be dealt with effectively.

2.6.4 Concluding remarks of Organizational Culture

Ogbonna and Harris (2000) who maintained that even though there were implicit and explicit links of leadership and culture at various parts of organization theory, not many researchers have devoted themselves to study the links between the two concepts (leadership and culture) and the influence such connection might have on organizational performance. This was echoed by other researchers, as they all claimed that there were little researches being conducted to investigate the relation between leadership and culture along with their combined causes on the significance of organizational outcomes (Peters & Waterman, 1982; Hickman & Silva, 1984; Schein, 1985; Sergiovanni & Corbally, 1986; P. B. Smith & Peterson, 1988; Trice & Beyer, 1993; Tichy & Cohen, 1997).

In other words, the above studies found that there is a significant gap in the research of the link of transformation leadership, organizational culture and organizational commitment to the effect of high turnover problem, which exists in the retail and services industry in Malaysia. Coupled with that, through literature review there were substantial empirical evidence to show that strong organizational culture has significant influence to economic success of the organizations. The combination of effective leadership and strong organizational culture will help to build committed, competitive and productive organizational citizenship. Therefore, the study finds that Carver and Scheier's self-regulation theory which propels both leaders and members' behaviors in influencing culture learning and norm formation will help organization to consciously

plump for growth and development. In addition, collaboration/consensual (clan) type of organizational culture is highly correlated (displayed high convergent validity) to individual consideration dimension of transformational leadership and affective commitment dimension of organization commitment construct in term of their emotion support and care from the leaders to their members. In view of the above, this study intends to use Organizational Culture Profile (OCP) to capture the full inventory of the organizational culture within Malaysia Retail Chain Association, so that there is a better understanding of the culture set-up in retail and service industry of Malaysia and how the construct together with two other elements, i.e. transformational and organizational commitment, would help to deal with the high turnover problem in the industry effectively.

2.7 Underpinning Theory

The epic of this research is to describe and understand the elements integrated in the formation of this theory/framework, and to measure the theoretical developmental process to achieve the purpose of this study. In view of the above two basis, the study attempted to describe and understand the relationship among the independent variables, mediating variable and the dependent variable in the current retail chain and services industry in Malaysia.

2.7.1 Theory of Reasoned Action (TRA)

Theory of reasoned action (TRA) has been utilized to elucidate the correlation between beliefs, attitude, intention and behavior (Fishbein & Ajzen, 1975). Scholars like Prestholdt, Lane, and Mathews (1987), Sheppard, Hartwick, and Warshaw (1988) further explained that TRA suggested that intention is dependent on reason, and

intention will mediate the relationship between attitude and behavior. Therefore, the used of TRA in this model for organizational commitment will elucidate the link between transformational leadership, organizational culture and the employees' turnover intention and ultimately their turnover behavior.

The conceptual development of TRA was started in early 50's, according to Rotter (1954), Edwards (1954) and Rosenberg (1956). TRA construct was evolved from attitude measurement theory engrained in the concept that an attitude concerning an object or an action is decided by beliefs or viewpoints with regards to the characteristics of the object or action and examination of those characteristics accordingly. They further iterated that this expectancy-value-conceptualization has been used substantially in many areas of psychology like learning theories, attitude theories and decision-making theories.

Theory of reasoned action (TRA) defined by Ajzen and Fishbein (1980) as causation of behaviour is due to behavioural intention, i.e. the intention to carry out or not to carry out, which in turn is decided by the attitude of the person, i.e. one's assessment of the behaviour, and their subjective norm, i.e. the assessment of the influential person think they should do. Furthermore, one's attitude is decided by behavioural beliefs, i.e. beliefs about the probable of different end results, and the assessment of how correct and incorrect those results evolved. Subjective norm shall be decided by beliefs on certain important person think they should perform and how much they are willing to comply. Both attitude and subjective norm are presumed to be decided by the collective processes of the decision.

Ajzen and Fishbein (1980) further described TRA's attitude as a cognitive/reasoning factor, i.e. an assessment that depended on probability of expected results and their values. However, Triandis (1979) suggested that attitudes consist of both an emotional and cognitive element. Later, Ajzen (2005) further expended the theory of reasoned action (TRA) by slotting in perceived behavioural control, i.e. how much control the persons conceive they have over their behaviour, as an added factor of behavioural intention.

Fishbein and Ajzen (1975) also claimed that attitude toward a specific behaviour is described as the person feeling of positivity or negativity regarding certain incitement purpose. Fishbein and Ajzen (1975), Brief (1998) further elaborated about the basic construct of TRA as an attitudinal concerning behavior, which is about an employee's good or bad feeling (affection) in carrying out the behavior. In other words, the attitude comprises of three elements: i) one's belief that carrying out certain behaviour will result in certain consequences, ii) assessment of this result together with iii) the number of beliefs one possesses about the carrying out on certain behaviour. Fishbein and Ajzen (1975) further suggested that subjective norm, the second factor in the behavioural intention, i.e. the perception of the influential person towards the performance of certain action, also consists of three factors: i) perceived expectation of the influential person, ii) the certainty of motive to execute those expectations and performance of the behaviour and iii) number of reference group beliefs affecting the composite of the functional equation.

Montaño and Kasprzyk (2008) suggested that attitude is decided by the person's beliefs on certain results or traits of carrying out the certain behaviour (behavioural beliefs),

subjected to the assessment of those results or traits. In other words, when the person has strong beliefs about the positive regard towards the results of the performance of the behaviour, he/she will have an affective attitude toward the behaviour and vice-versa.

Fishbein and Ajzen (1975, p.369) claimed that *"the best predictor of an individual's behavior will be measured according to his intention to perform that behavior"*. Dalessio, Silverman, and Schuck (1986, p.261) further underlined the importance of turnover intention as follows: *"In future research, more attention should be given to the direct and indirect influences of variables on intention to quit as opposed to the actual act of turnover. From employer's standpoint, the intention to quit may be a more important variable than the actual act of turnover. If the precursor's intentions to quit are better understood, the employer could possibly institute changes to affect this intention."*
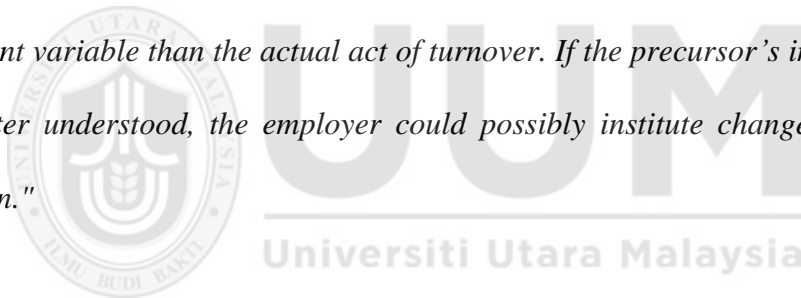
TRA concentrates on the variables of attitude and subjective norm, which managed to explain great numbers of variance in behavior intention and predict numerous different behavior (Sheeran & Taylor, 1999; Armitage & Conner, 2001; Albarracín, Johnson, Fishbein, & Muellerleile, 2001; Hardeman et al., 2002; Albarracín et al., 2003; Albarracín, Kumkale, & Johnson, 2004; Albarracin et al., 2005; Downs & Hausenblas, 2005; Durantini, Albarracín, Mitchell, Earl, & Gillette, 2006; Webb & Sheeran, 2006), which were evidenced in hundreds of empirical data in various meta-analysis and studies. According to Montano (2008), TRA suggested that one of the critical factors in affecting behavior is behavioral intention. Therefore, the importance of realization

of the theory in examining the behavior is based on the level of the behavior under voluntary control, i.e. intention.

2.7.2 TRA underpinned the relationship between Transformational Leadership, Organizational Culture, Commitment and Turnover Intention

Chang et al. (2006) elaborated that turnover intention procedure begins with the reasoning stage of assessing the current work; adverse assessment will display job dissatisfaction or no commitment attitude, which will lead to the intention of turnover.

Khan (2015) mentioned that the Price-Mueller model does provide good causal determinates of turnover intention, when organizational commitment and turnover intention were used to assess the connection with turnover intention. Incidentally, Robbins and Judge (2009) claimed that there is substantial evidence to prove that leadership has the power to affect and change the individual's intention. Therefore, this study will use transformational leadership as one of the independent variables to assess the turnover intention of employees in an organization. Burns (1978) and Bass (1985) elaborated that transformational leaders inspire and motivate employees to realize and perform exceeding the result. Khan (2015) claimed that there are substantial evidences to show that transformational leadership is one of the critical variables to develop trust and commitment in organizations, which in return will impact the employees' turnover intention.

Chawla and Kelloway (2004) and Coch and French (1948) suggested that openness to change performed as the attitudinal indicator of resistance and trust was the second attitude measured. Chawla and Kelloway (2004) conducted a study on 541 employees of two organizations involved in a merger, to restructure the management structure,

management services, program strategies, information technologies and human resources, to investigate the attitude and reactions towards change, trust, commitment and turnover intention. He further stipulated that behaviours that hampered organizational goals during change are due to lack of commitment, high turnover intentions and poor performance. In other words, according to Chawla, turnover intentions were measured as an indicator of commitment to the changed organization and as a proxy for actual turnover. Findings showed that communication predicts trust, openness and commitment to change pointed out that when leadership shows support and attention to employees, organization will maintain stability during and after the huge initiative of change in the organization. According to Lin and Hsio (2014) findings, they claimed that their study found great evidence that transformational leadership has strong relationship with trust.

Lin and Hsio (2014) investigated the relationships between transformational leadership, knowledge sharing, trust and organizational citizenship behaviour with 710 nurses at two hospitals in northern Taiwan, and they found that transformational leadership, that focused on meaning of work of which the employees were assigned to, were trusted by employees. In return it created opportunities for the leadership to influence significantly in their jobs, and as a result, led to a greater level of organizational citizenship behaviour. Furthermore, the empirical evidence indeed showed great evidence of a strong relationship between transformational leadership and trust from the managers and employees. In other words, the evidence showed that transformational leadership is the strongest predictor of trust in the leader (Holtz & Harold, 2008). According to Lin and Hsio (2014) findings, evidence for the direct relationship between transformational leadership, knowledge sharing, trust and

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organizational citizenship behaviour was in-line with the theory of reasoned action (TRA), which confirmed the behaviour of the leading factor is the behavioural intention.

In other words, the underpinning theory of this study is to establish the relationship between organizational commitment (mediator) and turnover intention (dependent variable) based on Meyer and Allen's multidimensional concept of the other two independent variables, i.e. transformational leadership is based on Burns, Bass, Avolio's transformational and full range leadership theory, whereas organizational culture is adopted from Schein, Kotter and Heskett, Bandura, Carver and Scheier, Allport on leader-behavioral theory and self-regulatory theory. However, those two independent variables are determined by the level of organizational commitment construct (mediator variable) adopted from Bandura's leader-behavioral and Carver and Scheier's self-regulatory theory. They highly resemble transformational leadership whereby they coach and provide feedback to their subordinates; they inspire and motivate the subordinates toward the attainment of goals of the organization so that the attitude concerning object leads to action through management's beliefs. The study has decided to adopt theory of reasoned action (TRA), which is based on Fishbein and Ajzen (1975) theory, as the underpinning theory to study the interdependent and interrelationship of the four latent variables (transformation leadership and organizational culture) and organizational consequences like organizational commitment and turnover intention to steer organizations towards sustainable high performance.

According to the above analysis and observation, TRA theory emphasized on attitude which is developed from the person's beliefs or viewpoints of object and the

expectancy-value-concept, moreover, attitude is also affected by reasoning and emotional factors. In addition, the attitude of a person is also affected by the behavioral belief of what the final result would be, and also dependent on the respected person's opinion. In other words, the focus of the theory is based on attitude, which emphasized on beliefs, opinion, reasoning, expectancy, values, affinity and influence, which resembles very much to this research's constructs and framework built-up by transformational leadership, which is based on influence and opinion, followed by organizational culture, very much based on values and beliefs system, and organizational commitment tied closely to expectancy and affection/emotion. Lastly, the turnover intention and turnover behavior, resembled TRA's behavioral intention and action. In view of the above, the study decided to adopt TRA as its underpinning theory to develop the framework of study.

2.7.3 Concluding remark of the section

The reason for the researcher to adopt theory of reasoned action (TRA) as the underpinning theory for this study is due to its practical aspects of the organization management, which allows organization's components to work together for a common good as a single entity together with its environment in a unified manner. The conceptual principle of TRA advocates intention based on reason, beliefs and value system (of which management beliefs of TRA was poised to be exhibited through the transformational leadership, whereas value system of TRA circumstantially sets to be manifested through the organizational culture), and that intention (turnover intention) will be mediated through the relationship between attitude of affection (organizational commitment) and ultimate behavior of turnover.

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Therefore, in order to ensure theoretical correctness of developing high performance model and to illustrate the theoretical framework of the interdependent and interrelationship among the four latent variables, the study has resorted to use a contemporary and proven theory of reasoned action (TRA) for organizational management. This would enable the researcher to look at the framework as an integrated holistic sum, which enables organizations to interact in multiple ways so as to assist the retail and services industry in Malaysia to mitigate desperate turnover problems and turn towards sustainable high-performance levels.

2.8 Summary of the Chapter

This chapter discussed about the background information regarding the dependent variables, the independent variables and the mediating variable that are projected to have an influence on organizational commitment and turnover intention and turnover problems. Through the literature review, the study realizes that multiple factors are interrelated and some of them are intertwined and mutually affecting each other. Therefore, this study intends to assess the influence of transformational leadership, organizational culture, and their impact on organizational commitment and turnover intention. In other words, this study delivers numerous contributions. First, it is to attempt to uncover the link among the multi-variables proclaimed in this framework of study to the effects of developing sustainable performance in the retail and services industry in Malaysia based on the theory of reasoned action (TRA). And the other is to leverage on TRA so as to enable this study to explain the organizational commitment and turnover intention in meditating between the attitudes of the management and the employees' behavior of quitting from their organization.

CHAPTER THREE
METHODOLOGY

3.1 Introduction

The objective of this study is to investigate a certain framework, on how it may influence and assist retail and services industry in Malaysia, to attain sustainable high-performance organizations by reducing high employees' turnover, through the utilization of the theory of reasoned action (TRA) as the underpinning theory. It is also to study how intention is dependent on behavioral beliefs/reasoning, attitude, and how behavioral intention mediates the relationship between attitude and behavior. Management believes (in this study - transformational leadership and organizational culture) influence organizational commitment (attitude), and in return it mediates on the turnover intention of the employee. This chapter shall explain further on research philosophy, research design, research location and population, sampling method, questionnaires development, research instruments, research procedure, hypothesis of research, validity of the instrument, data collection and techniques of data analysis to fulfill the research objectives as stated in chapter one. In summary, this chapter will be detailed accordingly to four main sections, i) research methodology, ii) research design, iii) research activities and lastly iv) data analysis process.

3.2 Research Framework

The study explores the relationship between the independent variables, i.e. transformational leadership and organizational culture, over the dependable variable which is employees' turnover intention, through the impact of organizational commitment as the mediating variable. The diagram of the proposed research framework for this study is illustrated as per Figure 3.1.

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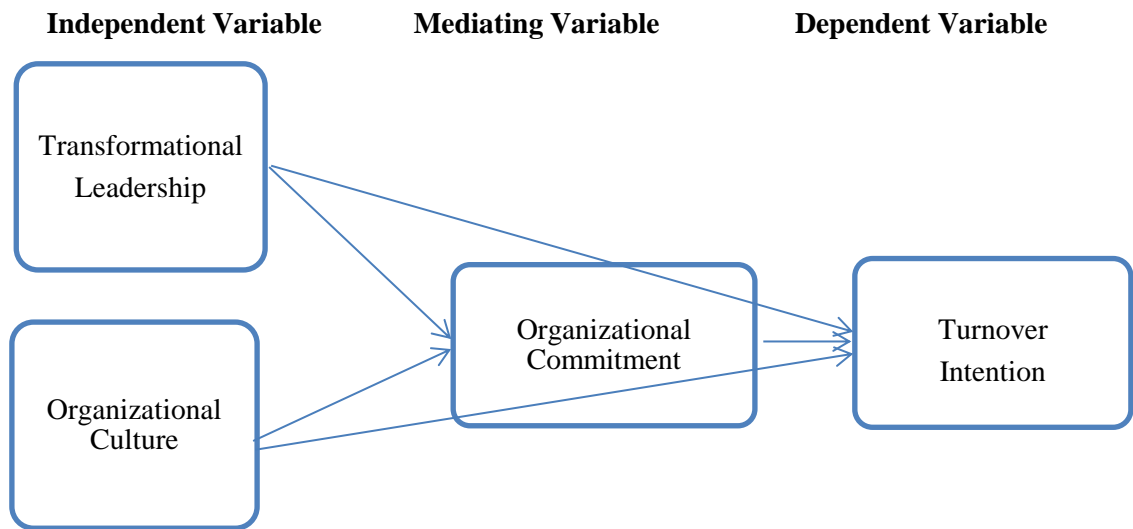
Source: Author

Figure 3.1 *Research framework of the study.*

3.3 Hypotheses of Research (The Relationship between Variables)

The key objective of this study is to explore the association between transformational leadership, organizational culture, organizational commitment and turnover intention in the retail and services industry of Malaysia. For the purpose of this study, as depicted in the above constructs, they were established after conducting an intensive literature review of the constructs and correlation to one another and their influence to the research objectives. In view of this research framework, several research hypotheses were proposed for further empirical investigation.

Based on chapter one's empirical purpose, the hypothesis for empirical investigation shall be formulated as below. Few categories of hypotheses were formulated, the first was to test correlation between independent variables, mediating variable and dependent variable on a bivariate stage, followed by the integrative hypothesis to be

formulated where a multivariate method will apply in predicting turnover intention at work model. Grounded on the empirical research and theory presented, hypothesis of the research shall be sub-categorized into three sections, they are: Section A (hypothesis from correlational aspects), Section B (hypotheses from mediating aspect) and Section C (hypothesis on prediction).

3.3.1 The relationship between Transformational Leadership and Organizational Commitment and Turnover Intention

The formation of these relationship aspects of hypotheses are built on factors which show the direction, level and form of relationship between turnover intention, transformational leadership, organizational culture and organizational commitment. These hypotheses are targeted to satisfy research objective one as stated in chapter one.

Effective leaders improve employees' commitment and decrease turnover intention. It is known to be an important construct of which management needs to ensure continuous improvement and development in order for an organization to achieve sustainable competitive performance. Empirical research shows that transformational leadership would affect staff satisfaction, commitment, customer satisfaction and financial performance, which is due to the fact that the positive changes in employee satisfaction and customer satisfaction has led to positive changes in organizational commitment and organizational outcomes (Jing & Avery, 2011). Leaders thus build up attitudes, beliefs, and expectations about what unit members should do and how they should do it (Katz & Kahn, 1978; Lord & Hanges, 1987). Leaders implicitly and explicitly communicate their expectations as they devise unit goals, construct unit structure, monitor unit behavior, and monitor and drive down inconsistencies to better the organizational performance (Hartnell, Chad, Kinicki & Hom, 2012).

According to Shamir, House, and Arthur (1993) and Bass and Riggio (2006), transformational leadership is proficient in handling employees' turnover, due to the fact that it enables the employees to share the values and mission of the organization; inspire in them the desire of wanting to continue the membership in the organization. Bass (1985) also mentioned that transformational leadership behavior assists in cultivating employees' emotional attachment to their organization, which in turn will result in the employees retaining their membership with their organization. Therefore, it is imperative that transformational leadership be recognized as important for cultivation and utilization of multiple practices so as to facilitate an appreciation among the employees for affective commitment (Tse, Huang, & Lam, 2013).

In addition, one of the key transformational leadership qualities, such as empowerment and farsightedness, are often perceived as crucial elements for employee to attain job satisfaction and commitment (Iverson & Roy, 1994; Sergiovanni & Corbally, 1986; Smith & Peterson, 1988a). Moreover, the effects of the independent variable of transformational leadership to the dependent variable of turnover intention, and mediating variable of organizational commitment, which when all these work in good combination, will lead to a positive organization outcome in the end (Fortmann, Feinzimer, Thompson, Glover, Moraes & Frame, 2003; L.-T. Chen, 2005).

In early 2004, L. Y. Chen (2004) conducted a research on influence of leadership over organizational culture and commitment, according to his findings, employees who sense that their managers utilize consultative or participative leadership behavior are generally more committed to their firms, more satisfied with their works, and they

delivered better results. L. Y. Chen (2004) further established that the influence of leadership behaviors on organizational commitment is enhanced by organizational culture. He also observed that organizational commitment mediates the relationship between leadership behaviors, job satisfaction and performance. However, according to L. Y. Chen (2004), the existence of this mediating effect relied heavily on the transformational leadership and organizational culture.

In 2005, L.-T. Chen (2005) furthered his study on the relationships among transformational leadership, transactional leadership, organizational commitment and job satisfaction from Internet technology workers from China. He found a strong positive correlation which exists among inspirational motivation (one of the four dimensions of transformational leadership), job satisfaction and affective commitment. In other words, in that research, transformational leadership was known to be a superior predictor of affective commitment than the transactional styles of leadership.

Back in Malaysia, according to Yiing and Ahmad (2009) study, they discovered that leadership style has also been consistently found to have an impact on employees' commitment to the organization. In Tehran, Iran, Omidifar (2013) performed a study amongst high school teachers and he discovered that the principals' leadership styles has significant influence to organizational commitment and job satisfaction of the teachers. A recent study by Mahdi, Gulam Mohd, and Almsafir (2014) among 300 supervisors and employees in plantation companies in Malaysia, found that there is a substantial relationship between leadership behavior and organizational commitment. In another research conducted by Yeh (2012), it was found that transformational leadership and transactional leadership have a definite and significant impact to

organizational commitment. In Pakistan, Riaz, Muhammad, Akram, and Ijaz (2011) carried out a study at the banking institution in Islamabad, Pakistan and found that there is a considerable effect of transformational leadership on employees' job commitment.

Another recent study was conducted in Saudi Arabia's airline company at three different airports with 83 random sample of employees selected. According to Almutairi (2013), he found that there was a considerable positive relationship between transformational leadership style and affective commitment; however, there was no direct relationship found between transactional leadership style and affective commitment. In other words, there are sufficient empirical evidence to confirm the hypothesis that transformational leadership style does significantly correlate with job satisfaction and organizational commitment. However, as mentioned earlier by Sam, Tahir, and Bakar (2012) and Hashim, Ahmad, and Zakaria (2012), the studies of leadership in the context of small medium enterprises (of which retail and service industry is considered as part of the subset of SMEs) in Malaysia, is still fairly minimal, and that is the reason why the researcher has decided to conduct the test on this model to assess the hypotheses as below:

Hypothesis H1a: There is a significant influence between transformational leadership and turnover intention in retail and services industry of Malaysia.

Hypothesis H1b: There is a significant influence between transformational leadership and organization commitment in retail and services industry of Malaysia.

Hypothesis H1c: Transformational Leadership significantly predicts turnover intention in retail and services industry of Malaysia.

3.3.1.1 The link between Organizational Culture and Turnover Intention, Organizational Commitment

Substantial literature reviews have long been conducted over the relationship between organizational culture and organizational commitment by multitude of scholars like Jiang and Klein (2002), McKinnon, Jill L; Harrison, Graeme L; Chow, Chee W; Wu (2003), Navaie-Waliser, Maryam, Lincoln, Karuturi, and Reisch (2004), Peter Lok et al. (2004), Mohammad Mosadegh Rad and Hossein Yarmohammadian (2006), T. Arnold and Spell (2006), S.-C. Chang and Lee (2007), San Park and Hyun Kim (2009), Yiing and Ahmad (2009), Mansor and Tayib (2010), Bellou (2010), Mohamed, Shurbagi, and Zahari (2012). Khuong, Vu, and Nhu (2015) had conducted a recent study and according to them, organizational culture was considered as one of the key components of corporate management, which establishes trust, communication between employees and leadership and ultimately develop positive employees' organizational commitment and performance.

Handoko, Setiawan, Surachman, and Djumahir (2012) wrote based on their recent survey over the impact of organizational culture, job satisfaction, and organizational commitment on individual performance of 325 lecturers of private university colleges in East Java province, Indonesia. They noticed that organizational culture and job satisfaction did not directly enhance the individual performance of the lecturers. However, organizational culture was found to facilitate performance directly or indirectly by enhancing their organizational commitment. In Libya, Mohamed and Shurbagi (2014) examined the link between organizational culture and organizational commitment of 227 employees of the National Oil Corporation of Libya who took the survey The results confirmed that there was a significant good relationship between

organizational culture and organizational commitment. Based on the above cross-cultural empirical evidences, the studies revealed that organizational culture indeed has a significant relationship with organizational commitment and it also enhanced employees' commitment and improved their performance.

One of the most recent study in Central Asia was conducted by Habib, Aslam, Hussain, Yasmeen, and Ibrahim (2014) over 235 employees from different organizations within the township of Multan region in Punjab, Pakistan with the influence of organizational culture on job satisfaction, and the results showed that the culture of the organization significantly influenced job satisfaction and turnover intentions. A similar study was performed by Manetje and Martins (2009) among 371 employees of a South African motor manufacturing organization, and they found that there was a substantial impact of organizational culture on organizational commitment. Acar (2012) conducted a study in 37 logistics companies working in the Marmara region of Turkey (with 344 employees participated), and Momeni, Marjani, and Saadat (2012) conducted a similar study in Tehran, and they noticed a significant link between all the components of organizational culture of Denison's model and dimensions of organizational commitment of Meyer and Allen's model. The above studies were able to demonstrate a close link between the dimensions of two highly renowned theories, one by Denison on organizational culture and the other by Meyer and Allen on organizational commitment, which proved to be valuable precedent exemplar for the researcher to carry out about a similar study in the retail and services industry in Malaysia.

Indubitably, there are substantial findings which showed that organizational culture influences organizational commitment, which in turn affects turnover intention of

employees. However, there are also some conflicting findings that organizational culture does not affect job satisfaction and performance. Therefore, it is quite intriguing how the hypotheses below are offering.

Hypothesis H1d: There is a significant influence between organizational culture and
organizational commitment in retail and services industry of Malaysia.

Hypothesis H1e: There is a significant influence between organizational culture and
turnover intention in retail and services industry of Malaysia.

Hypothesis H1f: Organizational culture significantly predicts turnover intention in
retail and services industry of Malaysia.

3.3.2 The Mediating effect of organizational commitment on the relationship between Transformational Leadership, Organizational Culture and Turnover Intention

According to Baron and Kenny (1986, p.1176), the below four states are prerequisite for a mediation effect: "The predictor variable should have a significant effect on the outcome variable without controlling the mediator variable. The predictor should significantly affect the mediator. The mediator should significantly affect the outcome variable while simultaneously considering the predictor variable." And the hypothesis of this study was exam based on structural equation modeling using AMOS 20, as SEM is considered to be a good tool to conduct mediating analysis on multiple latent variables (Baron & Kenny, 1986).

Organizational commitment is considered as one of the most studied construct by researchers as both an independent variable and also a dependent variable which have impacted the behavior of employees like turnover and absenteeism (Wells & Peachey,

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2011). Tumwesigye (2010) claimed that organizational commitment mediated the relationship between organizational support (one of the key attributes of transformational leadership) and turnover intention.

Chutikan (2015) in his study has ascertained that leadership behavior and organizational culture have a direct relationship with organizational commitment. This study postulates that leadership behavior, organizational culture and organizational commitment directly influence turnover intention. The hypothesis that was mentioned was indeed consistent with the studies done by Booth and Hamer (2007), Ghafourian SharifHeravi, Shahidi, and Nik Mahmood (2010), Shim (2010), and Wells and Welty Peachey (2011).

Wells and Welty Peachey (2011) suggested that studies should be conducted concerning the mediator role of organizational commitment on the relationship between leadership behaviors and turnover intentions. Therefore, organizational commitment was chosen as a mediator in this study because of its significant influence on individual attitude like turnover intention.

Stallworth (2004), Addae, Praveen Parboteeah, and Davis (2006), and Labatmedienė, Endriulaitienė, and Gustainienė (2007) claimed that employees' organizational commitment offers insight of the propensity of employees to stay or leave, and they concluded that committed employees have lesser intention of leaving and will be making better contribution to the organizations. F. Luthans, McCaul, and Dodd (1985), H. T. Chang, Chi, and Miao (2007) and Kuang Chi and Ren Yeh (2008) stated that the

influence of organizational commitment on job performance was evident in other parts of the world too.

There is a large amount of literature reviews conducted on transformational leadership, organizational culture and turnover intention. However, many scholars have debated that the impacts of leadership and culture on organizational performance may not be direct but is mediated by other factors (Santos, Abrahamyan, & Mirzoyan, 2014). Nevertheless, there was another research performed by V. Khan, Hafeez, Rizvi, Hasnin, and Mariam (2012), who assessed the relationship of leadership, organizational commitment and organizational performance in a telecommunication sector in Pakistan on a group of 280 employees. The end results showed that organizational commitment mediated the influence of leadership on organizational performance. Sarwat, Hayat, Qureshi, and Ali (2011) had done a recent study on a group of 250 employees working in educational institutions in Pakistan, and the results showed that job satisfaction and organizational commitment mediated the relationship between leadership and organizational performance. They also mentioned that future research should be conducted on other variables like organizational culture to measure its casual effects on organizational performance.

According to Dumdum, Lowe, and Avolio (2002), Lowe, Kroeck, and Sivasubramaniam (1996), transformational leadership is closely related with work attitudes and behaviours at both personal and organizational level. Bass (1999) claimed that transformational leadership impacts work-related attitudes, for example, the employee commitment, so that one can form and comprehend the inside workings of transformational leadership better. Furthermore, Avolio et al. (1999), Bass and Avolio

(1994), Yammarino, Spangler, and Bass (1993) suggested that transformational leaders' effects on employees' organizational commitment is through inspiring employees to think critically by using innovative ways to engage employees in decision-making processes, encourage loyalty and care for the needs of each of the employee to form their individual potential.

Bono and Judge (2003), Dumdum et al. (2002), Koh et al. (1995), Lowe et al. (1996), Walumbwa and Lawler (2003) suggested that there is considerable empirical evidence that transformational leadership is positively related to organizational commitment in various organizational settings and cultures. Transformational leaders encourage employees to be more involved in their work, which will result in higher levels of organizational commitment (Walumbwa & Lawler, 2003). Besides, employees' organizational commitment is higher when transformational leaders encourage employees in decision-making, support their work and care for their development (Jermier & Berkes, 1979; Rhodes & Steers, 1981; Bycio et al., 1995; .Allen & Meyer, 1996).

According to Cohen (2014) organizational commitment is defined as employees' attitudes and intentions, which are understood as the precursors of behaviour, and it is generally understood as the employees' sense of attachment and loyalty to the organization. He further suggested that organizational commitment has been recognized to be the key antecedent of other key attitudes and behaviours like performance and turnover, and it seems to predict organizational consequences like performance and turnover. Cohen (2014) further claimed that there are three main

approaches of defining and measuring organizational commitment, i.e. calculative approach, attitudinal approach and multidimensional approach.

The above researches showed that transformational leadership, organizational culture and organizational commitment are attitudinal, intentional and behavioural in nature, and they are positively related to one another. Transformational leadership influences strongly to work-related attitudes, especially in this case, the organizational commitment of the employees. Cohen (2014) defined organizational commitment as an attitudinal approach, which he termed as affective commitment and value commitment, and it constitutes as good psychometric properties. In other words, it acts as the intervening variable, between transformational leadership, organizational culture and turnover intention of the employees in the organization.

Yeh (2012) attested that organizational commitment indeed mediated the relationship between leadership and performance. Another study that was conducted by Curry, Wakefield, Price, and Mueller (1986), Suliman (2002) and Kwantes (2009) states that there is a link between different kinds of organizational culture (bureaucratic, innovative, and supportive) and performance and that these relationships are mediated by organizational commitment.

Even though there were sufficient empirical evidences to support the mediating role of organizational commitment between transformational leadership, organizational culture and organizational performance, few studies have been conducted on the mediating effect of organizational commitment on the two independent variables, like transformational leadership and organizational culture in one single study to the

dependent variable of turnover intention on the retail and services industry of Malaysia. In view of the suggestion provided by Greenberg and Sikora (2009), Sarwat et al. (2011) and Wells and Welty Peachey (2011) the study shall formulate two hypotheses as follows:

Hypothesis H2a: There is a mediating effect of organizational commitment on the relationship between transformational leadership and turnover intention in retail and services industry of Malaysia.

Hypothesis H2b: There is a mediating effect of organizational commitment on the relationship between organizational culture and turnover intention in retail and services industry of Malaysia.

3.4 Research Philosophy

The adoption of research philosophy will reflect the values all the way down to the selection of data collection techniques, the way decisions are made based on the adoption of the kind of research and how it is going to be conducted (Heron, 1996). Research philosophy in social science proclaims multiple assumptions of research strategy and methods to produce valid and reliable knowledge on certain social phenomena under study (Saunders, Lewis, & Thornhill, 2009).

The underlying philosophy of this research is deeply-seated in the positivism objectivism paradigm (Kerlinger, 1986; Remenyi, & Williams, 1998). They drive all works toward observable social reality and the end results shall be law-like generalizations. They use contemporary theory to develop hypotheses, utilize well systematized methodology to accelerate duplication effort (Gill & Johnson, 2010), and

stress on quantifiable observations that will set forth statistical analysis. In addition, objectivist and ontological paradigm guide the researcher to focus on nature of reality and existing phenomena waiting to be explored (Smith, 1998). Lastly, through objectivist paradigm, the researcher is able to comprehend disparities between humans in their role as social players and interpret the social roles and social world around, as in the case of this research in understanding the multiple organizational behaviors influencing specific set of outcomes (Saunders et al., 2009).

In other words, this research is positioned on the objectivist's point of view where management entity exists in reality external to social actors where knowledge is already present and being viewed objectively. This research intends to evaluate the existing theoretical organizational behavior like transformational leadership and organizational culture to the effect on organizational outcome like turnover intention mediated by organizational commitment in the complex and unique business settings.

3.5 Research Design

This study is descriptive and correlational in nature and is later involved in hypotheses testing. This descriptive study was utilized to elucidate the demographic characteristics of the respondents (front-liners) and the organizations (retail and services industry). The hypothesis testing is based on the enhancement of knowledge on the relationship that will be established among the four constructs, i.e. the human attitude/beliefs (transformational leadership and organizational culture) and reason and intention (i.e. organizational commitment and turnover intention).

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The quantitative approach has been utilized to study the relationships among the constructs next to the objective of elucidating, predicting and managing the development (Leedy & Omrod, 2005). The cross-sectional correlational survey design was the most desirable activity done for this study because the design enabled the investigation of stable, long-term conditions and permitted the researcher to interpret the sample of a population. This study was carried out on the front-line employees of the retail and services industry in Malaysia, as they are those who contributed directly to the 20% turnover rate in the industry, and they are directly influenced by the management's attitude/beliefs (i.e. transformational leadership and organizational culture) which are intervened by organizational commitment. The unit of analysis is represented by various individual companies within the retail and services industry of Malaysia Retail Chain Association (MRCA). Survey is utilized as it is considered to be the most suitable research design since it allowed scholars to collect data from large numbers of population and the results can be generalized to the whole population/industry (Kerlinger & Lee, 2000). In addition, according to Creswell (2003), he claimed that quantitative methods are very suitable to analyze or substantiate theories.

3.6 Operation Definition of Constructs and its Measurement

3.6.1 Measurement of the Study

This section explains the quantitative research instruments used in the survey. The four instruments are as follows: i) Turnover Intention by E. F. Jackofsky (1984), ii) Organization Commitment Questionnaire (OCQ) by Meyer, Allen, and Smith, (1993), iii) Multifactor Leadership Questionnaire (MLQ-6S) by Avolio and Bass (2010), iv) Organizational Culture Profile (OCP) by C. A. O'Reilly, Chatman, and Caldwell (1991)

and Sarros, Gray, and Densten (2003). All these four started as theory-based instruments, and they are validated in both the construct and the content. As theory based, it attempts to clarify the events as they are in the organization, which can concurrently back-up with the survey results to demonstrate its validity. In addition, the instruments should provide a predictive validity or capability, as the future outcomes are reliant on the previous organizational conditions. It is further intended to be used as a diagnostic tool for encouragement and guidance to the developmental program, which may well influence the lives of individuals and also the whole group of people within the organization.

The rationale for the researcher to use these instruments was due to their reliability and validity in former studies and their fitness for use among the practitioners. The former studies' results of Cronbach alpha, were highlighted in Table 3.1 to Table 3.4.

3.6.2 Turnover Intention

Maertz, Wiley, Lerouge, and Campion (2010) explained that turnover influences organization's psychology, as a result it leads to poor performance, low commitment and reduction of objectivity in work evaluation. Nyberg and Ployhart (2013), T.-Y. Park and Shaw (2013) contended that the effectiveness of human capital in the organization may diminish when employees quit in one accord.

Peter Lok et al. (2004) attempted to explain the practical implications on how supervisors' transformational leadership links to employees' turnover intention. According to him, in order for an organization to be strong, it requires leaders with

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outstanding transformational leadership competencies to keep the most valuable assets of the organization, i.e. employees (Armstrong, Marjorie, & Lee, 2009).

Jackofsky (1984) founded an integrated process model of turnover. It has a straightforward link to the cognitive consideration of leaving, intention to quit and behavior of actual quitting, which is believed to be impelled by work performance. It has eight (8) items with a five (5) point scale, ranging from 1 (strongly disagree) to 5 (strongly agree), and the Cronbach's coefficient alpha of this study was 0.88.

According to Master (2012), Jackofsky's (1984) integrated process model of turnover has a direct link between contemplation of leaving, intention of quitting and the action of leaving is heavily impacted by the person's ability to deliver his/her job. In other words, the model inferred that the job performance of a person determines a person quits or stays.

Fishbein and Ajzen (2011) further suggested that turnover intention is the concept of purposeful conduct by which it predicts future turnover of an employee. Jackofsky and Slocum (1987) founded an integrated process concept of turnover, as displayed on Table 3.1. It has a straightforward link to the cognitive consideration of leaving, intention to quit and behavior of actual quitting, which is believed to be impelled by work performance. It has eight (8) items (e.g. "I often toy with the idea of leaving my current job") with a five (5) point scale, ranging from 1 (strongly disagree) to 5 (strongly agree), as exhibited in Table 3.1. The Cronbach's coefficient alpha of this study was 0.88.

Table 3.1
Turnover Intention

Construct	Operation	No. of Item & Dimension	Cronbach Alpha	Source	Year
Turnover Intention	Integrated Process Model of Turnover	8 1	0.88	Jackofsky & Slocum	1987

3.6.3 Organizational Commitment

Organizational Commitment Questionnaire (OCQ) instrument was introduced by Meyer et al. (1993). It is considered as one of the most commonly used questionnaires for organizations to conduct their quantitative survey as a way to evaluate the organizational commitment (Mathieu & Zajac, 1990; Liu, 2006). The questionnaires comprise 18 items, and they are equally divided into three dimensions of measurements of organizational commitment: affective, normative and continuance (Meyer et al., 1993). The study of organizational commitment only has six items for each of the dimension, and each of the participants were requested to answer this dimension on a five-point Likert Scale, ranging from 1(strongly disagree) to 5 (strongly agree).

Generally, the investigations on organizational commitment have been performed based on self-reporting measure; however, the reliability of self-reports have been frequently questioned (Mathieu & Zajac, 1990; Liu, 2006). Goffin and Gellatly (2001) measured the affective commitment among public sector administrative staff by utilizing the rating from different sources to test the details of the factors inducing self-report measures. They uncovered that self-reporting commitment measures were initiated mainly by observations or experiences of the self-reporter rather than by

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systematic bias related to defensive responding. The discovery augments confidence that scores from self-reported measures of affective commitment are valid.

In view of the popularity of the OCQ and its easiness to comprehend and the reliable results that it attained; the study shall utilize the OCQ as an instrument to assess the level of organizational commitment in a retail industry in Malaysia.

According Meyer & Allen (1984), organizational commitment has three important dimensions: (1) affective commitment, (2) normative commitment, and (3) continuance commitment. Affective commitment denotes about employees' emotional connection to the organization. Normative commitment signifies the employee's sense of duty to stay with the firm. Continuance commitment denotes the costs of the employee if he/she has to leave the organization. In this study, organizational commitment refers to how and what type of commitment employees apply to their job in the retail and services industry of Malaysia. Meyer and Allen (1997) developed these 18 items and 3 dimensions instruments (e.g. "I would be very happy to spend the rest of my career with this organization") to measure employees' overall commitment to organizations as reflected in Table 3.2.

Table 3.2
Organizational Commitment

Construct	Operation	No. of Item & Dimension	Cronbach Alpha	Source	Year
Organizational Commitment	Multi-Dimensional Theory	18 Items 3Dimensions	0.88	Meyer and Allen	1993

3.6.4 Transformational Leadership

The multifactor leadership questionnaire (MLQ) is known to be one of the most valuable instruments usually used to assess the correlations of transformational leadership, organizational performance, and employee job satisfaction (Bass & Avolio, 1997, 2004; Elenkov, Judge, & Wright, 2005), and it was developed by Avolio, Bass, and Zhu (2004). According to Hirt (2004, p.14), he claimed that, "The Multi-factor Leadership Questionnaire (MLQ), originated by Bernard Bass in 1985 and later developed by Avolio and Bass (1995), has been used internationally to assess leadership styles, with an emphasis on factors associated with James MacGregor Burns's concept of transforming leadership".

MLQ Form 6S is a seven-dimensional transformational leadership measurement and it has 21 items with seven leadership elements evaluating multi-type leadership factors, which are: i) Idealized influence, ii) Inspirational motivation, iii) Intellectual stimulation, iv) Individual consideration, v) Contingent reward, vi) Management-by-exception and vii) Laissez-faire leadership (Avey, Hughes, Norman, & Luthans, 2008). According to Carless, Wearing, and Mann (2000) MLQ factor converges with other types of transformational leadership apprises, such as the Global Transformational Leadership scale (GTL) and the Leadership Practice Inventory (LPI). This MLQ Form 6S' seven-dimensional transformational leadership measurement was validated substantially in multiple situations of its universal measurement of reliability, convergence and discriminant validity (Hartog, Muijen, & Koopman, 1997; Lievens, Geit, & Coetsier, 1997; Sivanathan & Fekken, 2002).

Prior researches revealed that all three different types of transformational assessments display a satisfactory convergent validity. According to Lowe, Kroeck, & Sivasubramaniam (1996), they claimed that their research shows the correlation between the GTL and the MLQ and LPI ranges from 0.76 to 0.88. In another study, Hartog, Muijen, & Koopman (1997) cited that the Cronbach's alpha of their surveyed transformation leadership was 0.95; and the inter-construct correlation among the four dimensions of the transformational leadership measurement also shows the high correlation of 0.74.

According to Kirkbride (2006) multifactor leadership questionnaire (MLQ) was introduced, validated and verified to determine the full range of leadership behaviors. Besides, according to Kirkbride, many empirical evidences have attested that leaders who were assessed higher on the MLQ transformational items produced better performance as leaders on the job.

In view of the above testimonials, MLQ Form 6S version shall be utilized in this study because of its recognition as one of the most reliable, valid instruments and the most utilized measures of leadership.

The transformational leadership denotes that the manner is to inspire employees to achieve their potential capability so that they can fulfill their tall calling, thus the company should empower followers to assume bigger responsibilities so that the employees can develop their sense of self-orientation and self-improvement capabilities. In return, the inspired followers can fulfill their personal desire and at the same time assist the company to achieve its goals (Burns, 1978; Fry, 2003). The study

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utilizes MLQ (6S), a 21 items, 7 dimensions instrument (e.g. "My manager/supervisor makes others feel good to be around him/her") to measure leadership style in the industry as represented under Table 3.3.

Table 3.3
Transformational Leadership

Construct	Operation	No. of Item & Dimension	Cronbach Alpha	Source	Year
Transformational Leadership	Multifactor Leadership Questionnaire (MLQ-6S): i)Idealized influence, ii)Inspirational motivation, iii)Intellectual stimulation, iv)Individual Consideration, v)Contingent reward, vi)Management-by-exception and vii)Laissez-faire leadership	21Items 7Dimensions	0.95	Avolio and Bass	2010

3.6.5 Organizational Culture

There are multiple organizational culture survey instruments available for research; which are detailed as per Table 3.4. The table introduces the different organizational culture survey instruments, their founders, the year they were introduced, the ranges of

Cronbach alpha, the number of items and factors for each of the instrument. There are many more of other organizational culture instruments available for different usage in measuring culture in different industries, and for different purposes but for this study, the focus is on instruments that specialize in business in nature.

This study has decided to choose Organizational Culture Profile by C. A. O'Reilly et al. (1991) which was further shortened by Sarros, Gray, and Densten (2003) by introducing an alternative version of Q-sort measure with reduced 28-item Likert's version created from factor analysis and assessment of the contribution of each item which directs to only four items per dimension of a total seven dimensions. Sarros' OCP instrument is designed to explain organizational culture in relationship to seven dimensions; i) competitiveness, ii) social responsibility, iii) supportiveness, iv) innovation, v) emphasis on rewards, vi) performance orientation and vii) stability. A five-point Likert-type scale was utilized to evaluate the perception of the participant's organization, where 1 was "strongly disagree," 2 was "disagree," 3 was "neither agree nor disagree," 4 is "agree," and 5 is "strongly agree."

The reasons for the researcher to adopt Sarros' OCP instrument is due to its popularity, simplicity with proven consistency and reliability. The Sarros' OCP seven factors tool had a score in alpha and composite factor reliability coefficients with: competitiveness (0.75, 0.85), social responsibility (0.74, 0.71), supportiveness (0.87, 0.77), innovation (0.80, 0.92), emphasis on rewards (0.80, 0.87), performance orientation (0.74, 0.88), stability (0.66, 0.94). The Spearman-Brown coefficients ranged in between 0.85 to 0.96. Pairwise correlations between raters and group culture ranged in between 0.29 to 0.46 (Adkins & Caldwell, 2004).

In addition, the Sarros, Gray, and Densten (2003) OCP seven factors' Q-Sort instrument is also widely tested and used by multiple continents and diverse industries like: 1157 participants from 15 multiple service industries in the US (Chatman &Jehn, 1994), where among them, 70 participating firms came from hospitals, insurance companies and manufacturing firms in Singapore (Kim Jean Lee & Yu, 2004), 433 nurses from 19 healthcare companies in Belgium (Vandenberghe, 1999) 236 personnel from 26 different firms (Heejun Park, Ribière, & Schulte, 2004), 200 Masters, and PhD students and managers in Australia, 1918 management staff in Australia (Sarros et al., 2003; Sarros, Gray, Densten, & Cooper, 2005) and lastly 726 employees randomly selected from different industries in Taiwan (McKinnon, Jill L; Harrison, Graeme L; Chow, Chee W; Wu, 2003). In view of its simplicity and proven track record, the researcher believes the front-liners of the current retail and services industries from MRCA will be able to understand the instrument better and answer the questions more accurately.

An array of collective beliefs that members within a group will acquire a certain way to handle issues within for better integration and without for better adaptation, as they are time tested to be deemed valid and passed on to new members as the right way to understand, think, and feel with regards to issues (Schein, 2004). In this study, organizational culture denotes the culture of organization embraced by the retail and services industry of Malaysia by adopting organizational culture profile (OCP) by James C. Sarros, which is an instrument with 28 items and 7 dimensions (e.g. "Having high expectations for performance") used for evaluating the organizational culture of the industry.

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Table 3.4
Organizational Culture

Construct	Operation	No. of Item & Dimension	Cronbach Alpha	Source	Year
Organizational Culture	Organizational Culture Profile (OCP)	28items 7Dimensions	0.77	James Sarros	2003

3.6.5.1 Conclusion of Instrument Section

The decision to employ the above instruments as elaborated in the earlier section is because of their reliability and validity (high Cronbach alpha indicator) in empirical research conducted by the founders and other scholars as well. Besides, they had been utilized cross culturally and also in multiple nations and industries, moreover, they are also suitable to be espoused for use among the retail and services industries of Malaysia.

The study shall utilize these four instruments to collect and analyze the thoughts, perceptions, and attitudes of the participants, and the instruments are as follows: i) Turnover Intention (TI) eight (8) items instrument, ii) Organization Commitment Questionnaire (OCQ) 18 items, iii) Multifactor Leadership Questionnaire (MLQ-6S) 21 items, iv) Organizational Culture Profile (OCP) 28 items, and seven (7) items for demographic information to form a total of 75 survey questionnaires (items) for this study. In addition, the results of Cronbach's alpha from the founder's previous studies were tabled accordingly under Table 3.1, 3.2, 3.3 and 3.4.

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3.7 Population, Sample and Sampling Technique

3.7.1 Population and Sample of Study

The study received endorsement from the Malaysia Retail Chain Association (MRCA), under the purview and grant from the Ministry of Higher Education (MOHE). The association comprises a total of five hundred (500) enterprise-members and about forty (40) members have agreed to participate in the above survey. The organization has also passed a minute on March 20, 2014 within the council to grant support for this survey. The Association has also requested the encumbrance to present the survey objective, its significant contribution and the mechanism to all the members on April 17, 2014. Based on the above commitment, the study's potential population used in the research consists of 40 retail and services companies. The study focused on companies with employees' size of more than 30 people, and with a minimum of 30 participants from each of the participant company. The reason for selecting participant companies with employees of more than 30 people is in line with Small Medium Enterprises (SME) Corp definition of services and other medium-sized sectors which must be at least RM3 million in sales and have at least 30 employees and above according to SME Corporation Malaysia (2017). According to The Associated Chinese Chambers of Commerce & Industry of Malaysia (ACCCIM) Report of 2012 SMEs Survey, 52% of the SME companies employed at least 20 employees or more (ACCCIM, 2012). In other words, the study intends to represent a cross-section of more than 50% of the SMEs in Malaysia. The participants from each company are well represented in terms of gender, marital status, qualifications and years of service.

Since the association's member companies are mostly retail-chain stores in nature, the companies which participated in this study mostly have their presence nationwide in

Malaysia. The researcher chose to conduct the research in the capital city of Malaysia, which is in Kuala Lumpur, as almost all participants' headquarters are located there. Listed below is the breakdown of the research population and location. The study compiled close to a full list of member companies in MRCA with a close number of 173,386 people being employed, where it is arranged in a table, i.e. Table 3.5 consists of six (6) surveyed participant companies, which represented close to 13% of the total MRCA population of 173,386; forty (40) firms initially signed up but only six (6) companies had eventually participated in the survey.

Table 3.5
Targeted Population

Malaysia Retail Chain Association's Members (MRCA)

No.	Unit of Analysis/CompaniesTrade	Description	No. of Employees
1	MyDin Mohd Holdings	Retail and Wholesales	14,000
2.	KK Supermart Sdn Bhd	Retail & 24 Hours	5,000
3.	Marrybrown Sdn Bhd	Fast Food Restaurant	1,796
4.	Fitness Concepts	Specialist Retailing in Health & Fitness Equipment	
5.	Caring Pharmacy Retail Mgt	Pharmacy Retail Chain	337
6.	Focus Point Holding	Optical Chain	691
Total Surveyed Population			22,324

Source: MRCA (2017)

According to Marshall (1996), the objective of all quantitative sampling methodologies is to draw a representative sample from the population, so that the outcomes of this research can be generalized back to the population. McQuitty (2004) suggested that it is crucial to ascertain the minimum sample size needed so as to achieve a preferred stage of statistical dominion with a selected model before entering into data collection. Whereas Lenth (2001) claimed that selection of sample size is an important process for planning of statistical study, especially when picking multivariate statistic tools like

multiple-regression, according to him the proper ratio of observation to each independent variable should be within 5:1 as the findings turn out to be sample specific which resulted in reduction of generalizability. According to Schreiber, Nora, Stage, & Barlow (2015), they suggested that even though the sample size will be subject to normality of the data and assessment method, the normal acceptable value is 10 participants for every free parameter expected. However, there is not much consensus on the suggested sample size for Structural Equation Modeling (SEM),whereas, Hair, Black, Babin, & Anderson (2010) asserted that the desirable sample size must be between 15 to 20 observations per predictor. According to Hair et al. (2010) should one decide to use Structural Equation Modeling (SEM) as the analysis model, the sample size will be determined by the following five considerations: i) multivariate normality of data, ii) estimation technique, iii) model complexity, iv) amount of missing data and v) average error variance among the reflective indicators.

Incidentally, the current research model has four (4) constructs. According to Hair et al. (2010) he suggested that to use a minimum sample size, the decision is based on model complexity and basic measurement uniqueness, and according to his recommendation, he proposed a minimum sample size of 500. Similarly, Chou and Bentler (1995) hailed that the bigger the sample sizes in confirmatory factor analysis in structural equation modeling (SEM), the better the accuracy of the parameter assessment results. According to Chou and Bentler, the minimum sample size that one should adopt is at least 200 in order to ascertain that parameter estimate is accurate. Gerbing and Anderson (1985), and Tanaka and Huba (1984) echoed the similarity of many researchers who proposed the minimum size of sampling for structural equation modeling (SEM) to use, is at least 200. Similarly, according to Hoelter (1983), Garver

and Mentzer (1999) and Sivo, Fan, Witta, and Willse (2006) they recommended a "critical sample size" of 200. Therefore, the rule of thumb is that for sample size that is more than 200, they will be considered to having significant statistical dominion to perform data analysis. Nevertheless, Tanaka (1993) strongly advises that one should not have more than 400 sample size as it has an adverse effect on structural equation modeling (SEM) due to its sensitivity as any differences will be detected resulting goodness of fit measures produce poor fit. Therefore Tanaka (1993) suggests an ideal sample size should be between 100 to 400 samples. Marshall (1996) further iterated that the size of the sample is ascertained by the best possible figure needed which determines the valid inferences. However, Marshal, (1996) also opined that since sampling error is inversely proportional to the square root of the sample size. therefore, the bigger the sample size, a higher sampling error would be encountered. Thus, the sample size is subjected to the parameters of the occurrence of the study.

In order to narrow the gap, the researcher compared the claims from the group of scholars like Hoelter , Tanaka, Huba, Gerbing, Anderson, Chou, Bentler, Garver, Mentzer and Sivo to Hair, in terms of their difference in methodologies of obtaining the sample size, the researcher used an existing open source program to calculate the correct sample size based on Dean, Sullivan and Soe at Rollins School of Public Health, Emory University, www.openepi.com updated on April 6, 2013 and retrieved on March 28, 2017 program (Dean, Sullivan, & Soe, 2013). The sample size program will automatically compute and a right sample size will be recommended for use in this study, and they are as per below:

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Table 3.6

MRCA's Retail and Services Participant Companies Employees' Sample Size

Sample Size for a Proportion or Descriptive Study

The program shall calculate sample size to ascertain the regularity of a factor in a population. Sample sizes are arranged for confidence levels from 90% to 99.99%.

Sample Size for Frequency in a Population

Population size (for finite population correction factor or fpc) (*N*): 22,324

Hypothesized % frequency of outcome factor in the population (*p*): 50%+/-5

Confidence limits as % of 100(absolute +/- %) (*d*): 5%

Design effect (for cluster surveys-*DEFF*):

d = desired absolute precision or absolute level of precision n = sample

size deff = design effect N = population size ^p = the estimated [1]

proportion ^q = 1 - ^p

Sample Size(*n*) for Various Confidence Levels

Confidence Level (%)	Sample Size
95%	378
80%	164
90%	268
97%	462
99%	645
99.9%	1033
99.99%	1419

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Equation
Sample size $n = [DEFF*Np(1-p)]/ [(d^2/Z^2_{1-\alpha/2}*(N-1)+p*(1-p)]$

Adapted from: Dean, Sullivan and Soe (2013)

Results from OpenEpi, Version 3, open source calculator--SSPropor (Dean et al., 2013).

The idea of the table above was adapted by Dean, Sullivan and Soe at Rollins School, and the sample size computation is based on four criteria, which are i) population size which is 22,324; ii) anticipated % frequency (p) – 50% of the population with the outcome of interest; iii) confidence limits as +/- percent of 100 – 5% of confidence interval and lastly iv) design effect – if simple random sampling is to be applied to selected individuals, the design effect (DEFF) shall be left as one. According to the above computation (Table 3.6), the normal bell curve is between 80% to 99.99% confidence, however. Under normal circumstances, 95 percentile confidence level shall be applied, and the recommended sample size for this study is 378. The study sample size shall be set around this number or as per, Hoelter (1983), Jeffrey S. Tanaka and Huba (1984), Gerbing and Anderson (1985) and Chou and Bentler (1995), Garver and Mentzer (1999) and Sivo, Fan, Witta, and Willse (2006) recommendation of at least 200 samples in order to be representative. In addition, the researcher shall take into account of Nunnally and Bernstein (1999) and Schreiber, Nora, Stage, and Barlow's (2015) suggestions using parceling method of 10:1 to obtain an estimate of good sample size. According to Revolvy website and Sullivan, Dean, and Soe (2009), OpenEpi has been utilized as the teaching and training epidemiology to students at many well-known universities like Emory University, University of Massachusetts, University of Michigan, University of Minnesota, Morehouse College, Columbia University,

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University of Wisconsin, San Jose State University, University of Medicine and Dentistry of New Jersey, University of Washington, and many others. Epi info is a statistical software for epidemiology developed by centers for Disease Control and Prevention (CDC) in Atlanta, Georgia, USA, and it has been in existence for the past 20 years.

3.7.2 Sampling Technique

The study employed a convenience sampling technique, which is a non-probability sampling method, whereby the sample was taken from a unit of people who were convenient to contact or reach. There were no specifications required except that these groups of people were available and willing to participate, and there was no requirement to generate random sampling from the group since the only criteria was whether the participants were willing to participate (Saunders, Lewis, & Thornhill, 2019). In this study, the researcher was invited to most of the six (6) participative companies during their training sessions, and surveys were administered at the end of each training sessions.

3.8 Data Collection

3.8.1 Procedures:

In order to collect the data, firstly, the researcher presented his study proposal to the Malaysia Retail-Chain Association (MRCA) members. The MRCA then granted the research data collection. Secondly, a briefing session had been carried out with the Executive Director/ Operation/ Administration Managers/ Training Managers/ Management Team The intention of the meeting was to brief them on the purpose, the significance and the usefulness of the survey to their organization, followed by the

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assurance of the confidentiality of the messages and instructions to be disseminated to their employees. The study was conducted in collaboration with the local enterprises from the Malaysia Retail Chain Association (MRCA), the University and the Ministry of Higher Education.

In order to obtain the maximum efficiency and effectiveness of reaching out to as many front-line people as possible in a short period of time, letters from the President of MRCA were sent to the selected companies' Chief Executive Officers (CEO) or Managing Directors. The researcher consecutively obtained permission from the Chief Executive Officers and/or founders of the six (6) selected companies to work with their training departments. The researcher scheduled the time when those selected companies had their organized training sessions for their front-line people, whereby the researcher had also joined the training sessions together with the front-liners, and a time slot was given where the 75 questionnaires were distributed to the participants during a 30-minute block and a survey was completed by all the training participants. The final analysis was to establish the 'fit' and confirmatory measurement theory, and to evaluate the hypothetical relationship. The ultimate purpose was to evaluate the above constructs' validity and reliability of the specific dimension and the correlation of the constructs to each other, in order that the intended theory/model of searching for turnover intention and sustainable high-performance organization could be established and imparted accordingly.

3.9 Data Analysis Technique:

The study has four stages of data analysis process, and they are as follows: Stage 1 data screening, which comprises testing on data validity and reliability of the instruments.

It also tests on normality, outliers, homoscedasticity, independence of error (no serial correlation) and multicollinearity. Tabachnick and Fidell (2013) suggested that appropriate data screening procedures will improve final result, and the standard processes are as follows: i) the input accuracy of data, ii) treatment of missing value, iii) assessment of normality univariate and multivariate outliers and iv) statistical assumptions for multivariate analysis like linearity, multicollinearity, heteroscedasticity and singularity. All data were in Likert-type format scale. Stage 2 Exploratory factor analysis (EFA) comprises the principal component analysis (PCA) and varimax rotation to identity factors. Stage 3 Confirmatory factor analysis (CFA) with multi-factor measurement models of data analysis, involves analytical technique like mediator relationship, descriptive statistics, correlation analysis (Pearson Correlation), reliability, validity analysis and regression analysis. Stage 4 Path analysis is meant for hypothesis testing (Kline, 2005; S. Y. Lee, 2007).

The present study utilized Structural Equation Modeling (SEM) as the main analysis methodology due to the fact of the presence of the mediator in this research. Besides, SEM is known to be able to provide the paths in the final model, and it is generally used for analyzing the causal relationship between the various constructs; that elucidates the relationship between independent variables and their influence on other intervening and dependent variables. In addition, SEM also provides second-generation multivariate method that is fit for analyzing results that comprise multiple variables and suitable for the assessment of measurement properties and theoretical interrelation with multiple relation at one time (Byrne & van de Vijver, 2010; Hair et al., 2010; Marsh, Hau, & Wen, 2004). SEM is both factor and path analysis for consecutive measurement and displayed the relationship between several related constructs (Byrne & van de Vijver,

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2010; Hair et al., 2010). SEM plays two important roles: one is the measurement, which measures items that need to be measured and the other is the measurement method, that is, how one can measure the reliability and validity conditions, the casual relationship among constructs and elucidating the complex and unobserved factors (Hair et al., 2010). Since SEM is known to be used for study issues related to social and behavioral sciences, as a result, it has also become one of the selection criteria for the research methodologies of this study.

3.9.1 Data Screening

According to Byrne and van de Vijver (2010), before all data can be analyzed, they have to be cleansed, screened through where negative word items have to be recoded, and finally, final results of measured variables can then be considered reasonable. In other words, Byrne and van de Vijver (2010) suggested that in this case, outliers are those observations that are numerically deviated in comparison to the whole dataset.

3.9.1.1 Multivariate Outliers

Classifying data point based on an observed Mahalanobis distance from the anticipated value of the research (Hair et al., 2010) is one way to identify outliers. Mahalanobis distance has an effective way of identifying outliers by placing some prearranged cut-off value, and based on that value, outliers can easily be determined (Van Bruggen, Lilien, & Kacker, 2002). In order to identify outliers, Hair et al. (2010) recommended that a new variable be created in SPSS with identification as "response" for every questionnaire from start to end. Normality tests can be performed through graphical methods so that it can be visualized through the differences between an observed distribution and theoretical distribution via statistical presentation of skewness and

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kurtosis (Tabachnick & Fidell, 2007; Hair et al. 2010; HM Park, 2015) . The methodology of normality test is presented below under Figure 3.2:

	Graphic Methods	**Numeric**
Descriptive	Stem and Leaf Plot Box Plot Histogram	Skewness Kurtosis
Theory Driver	P-P Plot	Kogomorov-Smirnov test (Lillefors Test) Skewness-Kurtosis Test

Source: Dr. Awanis Ku Ishak (Ishak, 2012)

Figure 3.2 *Numerical methods compares to graphical methods*

3.9.1.2 Nomological validity

Nomological validity is established through the test on the correlations between constructs in the measurement theory such that correlations must be either favorable or unfavorable based on the theory proved (Hair et al., 2010). In this study, nomological study validity was established concurrently with convergent and discriminant validity.

3.9.1.3 Multicollinearity Test

In addition, Hair et al., (2010) recommended performing multicollinearity test for all the independent variables before testing on hypothesized model. According to Tabachnick and Fidell (2013), and Hair et al. (2010), multicollinearity happens when there is high correlation matrix between any two independent variables (i.e. 0.9 and above), and it is assisted by measuring the tolerance value and variance influence factor (VIF). Hair et al., (2010) explained that tolerance value is the amount of variability of chosen independent variable not elucidated by other independent factor whereas variance influence factor (VIF) is the inverse of tolerance. The standard sets for tolerance value and variance influence factor (VIF) are 0.10 and 10 correspondingly,

meaning that, when VIF value is close to 1.00, has no multicollinearity problem, as the standard value was not more than 10.

3.9.1.4 Convergent and Discriminant Validity

Construct validity comprises giving psychometric confirmation of convergent validity, discriminant validity together with trait and method outcomes (Pedhazur, Elazar, 2013). According to Courvoisier, Nussbeck, Eid, Geiser, and Cole (2008), this technique is applied when various traits are simultaneously studied, and when each of them is assessed through a set of measurement methods such as convergent validity coefficients, discriminant validity coefficients and reliability coefficients.

In essence, convergent validity coefficients are correlations between measures of the similar constructs based on distinct instrument and they are ranged between 0.85 to 0.95 or even higher (Schumacker & Lomax, 2004). Discriminant validity coefficients are correlations between measures of dissimilar constructs utilizing similar instrument and they are lower than convergent validity coefficient and the instrument reliability coefficient (nomological validity).

Furthermore, Farrell, Ludwig, Ellis, and Gilchrist (2010) explained that discriminant validity is used to test whether the items or measures of construct are not similar or discriminated from other constructs. Fornell and Larcker (1981) suggested that in order to measure discriminant validity, average variance extracted (AVE) and composite reliability (CR) should be computed. According to them, the square multiple correlation (SMC) between any two variables as computed in every single item that it assesses should be lower than the computed AVE that it is assessing. Bertea and Zait

(2011) claimed that when conducting the AVE analysis, it is important to determine the square root of every AVE of each construct is higher than the correlation among any two constructs. In addition, Fornell and Larcker (1981) also suggested using composite reliability (CR) to test the measurement which has a better quality with internal consistency of items; according to them, a good measurement should have a CR index that is above 0.70.

3.9.2 Reliability Analysis

Reliability explains the capacity of an instrument to measure consistently. It is understood that the reliability of an instrument is strongly linked with its validity. In other words, an instrument cannot be valid without being reliable. Nonetheless, the reliability of an instrument does not rest on its validity (Trochim, 2006).

Generally, a questionnaire with 0.8 is considered reliable (Field, 2009). However, according to various scholars like Matutina, Newman and Jenkins (2010) and Symons, Swanson, McGuigan, Orrange, and Akl (2009), if survey items are having a Cronbach's alpha of 0.70 or greater, they are deemed to be reliable. Tavakol and Dennick (2011) claimed that the acceptable alpha values are ranged from 0.70 to 0.95.

Alpha was introduced by Lee Cronbach in 1951 (Sijtsma, 2009) as an offer to assess the internal consistency of a test or scale; it is extracted as a number between 0 and 1. Internal consistency describes the coverage to which all the observed variables in a single test measure the same concept or construct, and for this reason it is connected to the inter-relatedness of the items within the test. Therefore, it is important that internal

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consistency need to be used to explore before a full-scale model is utilized for this study to confirm the validity.

Cronbach's alpha is respected as a measurement of scale reliability; however, a "high" value alpha also does not infer the measurement is unidimensional. Therefore, in order to ensure the items studied deliver the internal consistency, further evidence is needed to scale whether the questions are unidimensional, and additional analyses may need to be performed. Exploratory factor analysis is one of the methods to check the dimensionality. Cronbach's alpha is not to be mistaken as a statistical test - it is used to measure the coefficient of reliability (or consistency). A common interpretation is that, should any of the items in a test are correlated to each other; the value of alpha will grow. In any case, a high coefficient alpha does not always infer a high level of internal consistency. The reason is because alpha is also shaped by the duration the test. If the duration of the test is too short, the value of alpha will reduce. In order to increase alpha, more connected elements used for probing the same concept should be added to the test. It is also important to communicate that alpha is a possession of the test records from an exclusive sample of test (Tavakol & Dennick, 2011).

Before a full research/survey can be conducted, a pilot test would have to be conducted first using Cronbach's alpha to test its reliability before it is applied to the research. Cronbach's alpha is a statistic which is usually employed to appraise the internal consistency or reliability of a psychometric instrument. It determines the proximity of the relationship of the collection of items (in this case, they are the second factor, which are the questionnaires used in the survey) and are grouped together, of which the study put them together as the four (4) latent constructs as the framework of

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this study. In other words, it evaluates the effectiveness of the group of observed variables in assessing one-dimensional latent variable (Trochim, 2006).

Nevertheless, when items are employed to establish a rule so as to ensure an internal consistency, the observed variables/items should target to assess a similar matter to ensure correlation with each other. Cronbach's alpha normally rises when the correlations between the items improve. Hence, the coefficient is also identified as internal consistency or internal consistency reliability of the test. Cronbach's alpha can be performed as a function of the number of test items and the average inter-correlation among the items. According to Trochim (2006),Cronbach's alpha is understood to be the most reliable assessment of internal consistency ("reliability"). It is also proclaimed as one of the most commonly used when one multiple the Likert questions within a survey/questionnaire that form a scale and one desires to determine if the scale is reliable. The long application of four instruments' questionnaires, i) Multifactor Leadership Questionnaire (MLQ-6S), ii) Organizational Culture Profile (OCP), iii) Organization Commitment Questionnaire (OCQ), iv) Turnover Intention, across multiple industries and nations has long proved of their reliability capability. In other words, the utilization of the same set of questionnaires in this study for retail and services industry in Malaysia which comes from different nature of businesses should be considered suitable.

3.9.3 Exploratory Factor Analysis (EFA)

The main purpose of utilizing EFA is to explore the influence of common factors to a set of measurements. Kahn (2006) claimed that EFA helps to identify those factors that elucidate the covariance among variables, whereas the principal component analysis

(PCA) with varimax rotation is used for factor analysis. According to Conway and Huffcutt (2003), PCA is the most popular factor extraction model which focuses on linear components that are confine within the data and understands the impact of a certain variable to the component. It comprises reduction technique which lowers the quantity of observed variables to lesser units of main elements that explain the larger amount of the variance of the observed variables (Suhr, 2006).

Varimax rotation is obtained to manage the factor loading and it is one of the popular rotation methods. It is part of the orthogonal rotation of the factor axes to exploit the variance of the squared loading of a factor (column) on every variable (row) in a factor matrix. The orthogonal technique is commonly applied by researchers since it streamlines the factor matrix and also for better clarification (Churchill, 1979; Hair, Black, Babin, & Anderson, 2010). A varimax rotation makes it straightforward in terms of identifying each variable with a single factor due to the fact that it simplifies outcome, furthermore, Basilevsky (1994) claimed that orthogonal was often produced in oblique rotation when the principal construct is recognized as independent. Lastly, this kind of rotation delivers results that are simpler for interpreting and reporting.

According to Conway and Huffcutt (2003), there are multiple reasons for utilizing EFA, one of the intentions is it is used for data declination and another objective is to decrease a big quantity of variables into practicable numbers while still maintaining as many original variance as possible. In order to understand latent variables, EFA is employed for the forefront evaluation of variables, which helps to prepare hypothesis testing. EFA is popularly used by business and marketing researchers in conducting research based on t the similar variables of this research like transformational leadership,

satisfaction and commitment (Costello & Osborne, 2005; Boonyachai, 2011; Awang, 2010; N. R. Khan, Ghouri, & Awang, 2013).

In order to determine the number of factors to keep, there are numerous things to decide when minding the factors: 1) items' loadings (items with loading that is less than 0.30 and loading with numerous factors should also be removed during EFA process); 2) eigenvalues (Kaiser, 1960); according to Kaiser rule which claims that whole factors with eigenvalues less than 1.0 should be dismissed; 3) variance percentage (results accounted for at least 50% of the overall variance); 4) scree plot; and 5) prior research (Hair et al., 2010).

Eigenvalues determine the variance for the entire variables included by each factor. The relationship of eigenvalues signifies the relation of the key illustrative factors' comparative to the other variables. When a factor has a low eigenvalue (i.e. 1.0 and below), that particular factor is providing limited elucidation of variances in the variables, thus it can be disregarded as unnecessary (Kaiser, 1960).

3.9.3.1 KMO and Bartlett's Test

In order to measure the validity of the observed variables in relation to the latent constructs, four (4) statistical instruments shall be utilized, i.e. the KMO (Kaiser-Meyer-Olkin), Barlett's test and Communalities and Variance Explain, for this study as well.

KMO is meant to evaluate sampling sufficiency. It is a statistic that assesses the relationship of the variables that might be affected by the essential factors. In other words, the higher the values are i.e. close to 1.0, they determine that a factor analysis

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might be a valuable data, whereas values that are lesser than 0.5 factor analysis' result would not be valuable.

Bartlett's test of sphericity assesses the hypothesis that one correlation matrix is a unique matrix, which is meant to measure the variables' relationship to determine the structural suitability. The smaller the values are (i.e. less than 0.05), the more significant the factor analysis of the data will be (Matutina et al., 2010; Symons et al., 2009).

Communalities and variance explain the correlation analyses of initial communalities, which are meant to measure the relationship between one variable to the rest of the other variables. Extraction communalities are valued on the variance of each variable according to the factor solution for each factor. Small values meant that those variables do not fit the factor solution, and should be considered to be dropped from the analysis (Kline, 2005).

3.9.4 Confirmatory Factor Analysis (CFA)

CFA is a statistical technique which confirms the factor structure of a set observed variable. CFA is used to assess the hypothesis of the existence of the relationship between the observed variables and their main latent construct (Suhr, 2006). It comprises the development of measurement models centered on theoretical principles that signify the relationships between the observed items and latent constructs that they are represented by. The outcome that was delivered from the measurement models through CFA were utilized to assess the internal consistency or the constructive reliability and distinct validity (variance extracted), so as to compute the composite weighted scores and to test for convergent and discriminant validity.

3.9.4.1 Evaluation for Goodness-of-Fit

To perform the test of goodness-of-fit for the hypothesized models, few benchmarks need to be observed. The following fit benchmarks are vital in verifying the analogy between the theoretical model and the sample data. Once the theoretical model is determined, the assessment is needed to perform to determine the proficient of the analogy between the hypothesized model and the sample data collected (Byrne, 2001).

According to Hair, Black, Babin, and Anderson (2010), Barbara (2012),each model fit measures is distinctive but they can be characterized as three basic classifications: absolute, incremental and parsimony-fit. Hu and Bentler (1999) suggested that it is necessary to use more than one fit indices, as certain important factors may affect the performance of fit indices in assessing the model fit. Moreover, according to Byrne (2001) there are distinct fit indices for every category and there are certain guidelines and minimum or maximum level of value/score in terms of acceptability. For this study, certain criteria of fit indices and the levels will be used as the measurement for the general fit of the model, they are: RMSEA, GFI, AGFI, CFI and CMIN, the details as per Table 3. 7.

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Table 3.7
Category used for Model Fit

Fit Indices	Acceptable Value	Sources
Absolute Indices		
ChiSquareStatistics (CMIN/DF)	Values less than 5 indicates a reasonable fit	Ullman (1996); Bollen (1989); Marsh & Hocevar (1985); Bentler (1990)
Incremental Fit		
Goodness-of-Fit (GFI) Index	Values close to 0.9 reflects a good fit	Thadani & Cheung (2011); Chau (1997); Segars & Grover (1993)
Adjusted Goodness-of-Fit Index (AGFI)	Values > 0.8 reflects a good fit and 0.9 a great fit	Chau & Hu (2001)
Comparative Fit Index (CFI)	Values > 0.95 reflects a great fit Values >0.9 reflects a good fit Values > 0.8 sometimes permissible	Hair et al. (2010); Bentler (1990); Hatcher (1994)
Normed Fit Index (NFI)	Values > 0.9 reflects a good fit Values > 0.8 sometimes permissible	Bentler & Bonnet (1980) Hooper et al., 2008; Hair et al., 2010
Parsimonious Indices: Root Mean Square Error of Approximation (RMSEA)	Value below 0.1 reflects an acceptable fit Value below 0.08 (<.08) reflects a moderate fit Value below 0.05 (<.05) reflects a great fit	Thadani & Cheung (2011) Byrne (2001) Hatcher (1994)
P-Value	Value less than 0.05 or 5% or p < 0.05	Ronald Fisher (1925)

Source: Hair et al. (2010)

3.9.5 Structural Equation Modeling (SEM)

Structural Equation Modeling (SEM) AMOS version 20 is applied in this study and the

path analysis has also been used to test all the hypotheses proposed in the study. The

data from the collected and usable questionnaires from the respondents were analyzed

using both the Statistical Package for Social Science (SPSS) version 21 and Structural

Equation Modeling (SEM) AMOS version 20. SEM was hailed and recognized as a

reliable instrument to be used in social sciences (Hooper, Mullen, Hooper, Coughlan, & Mullen, 2008).

The study utilized 75 questions to capture the perception, attitude and feeling of the members of the organizations. These questions had further condensed into 25 observed or indicator variables, of which a few related questions were bonded together when they were proven to have high correlations among each other. Under each measurement model, the ellipses signify latent variables and the rectangles represent observed variables. The observed variables are linked to the latent constructs by a single-headed arrow pointed from the latent constructs to the observed variables. Among the independent constructs, they are linked with a double-headed arrow, which shows the theoretical relationship of the constructs to each other. The value positioned above each with connecting arrow reflects the loading coefficients. Those values for loading coefficients are between 0 and 1 and it indicates correlation with the construct. The response error (e.g. e4), designates in a circle for all the measurement items. The value within each of the item reflects the variance of each item and demonstrates the reliability of the measurement items (Schumacker & Lomax, 2004).

Anderson and Gerbing (1988) suggested for SEM to be conducted in two stages. First, CFA was performed for each of the construct so that unidimensional and model fit can be determined, which is inclusive of measurement of internal consistency, convergent validity and discriminant validity. Second, SEM can also be performed through path analysis to assess the study of hypotheses. Arbuckle (2012) also asserted to utilize modification indices (MI) in SEM, according to him it can enhance the fit by correlating in choosing the parameters in the models. In addition, Arbuckle (2012) also stated that

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this modification strategy facilitates the improvement of the total structural validity with no need to modify the primary factor models. Nonetheless, the generated model is still recognized as one of the most popular hypothesis testing method, as it provides fair and straight forward assessment based on the strength of the fitness of the data sample via exploratory mode to alter and re-assess the model. In addition for this study, the researcher would also apply single model on the basis of theory and data gathered, then after having verified the fit of the hypothesized model based on the sample data to advance via confirmatory method (Mohammed Esmail Al-Ekam, 2013).

In view of the complexity, and the multi-dimensional variables and constructs in relation to one another, a multi-regression model has been employed to assist in the study of the relationship of their nature. Therefore, Structural Equation Modeling (SEM) was employed to become the main instrument in studying the validity and reliability of each of the construct, at the same time to understand the model fit of each of the dimension/construct in relation to one another and in explaining the behavior of the dimension in influencing the people and the organization.

The reasons of adopting the Structural Equation Model (SEM) for this dissertation are as follows: i) conceded as the instantaneous modeling of relationships among independent and dependent constructs (Gefen, Straub, & Boudreau, 2000), ii) facilitates scholars to form unobservable variables determined by indicators (Wynne W Chin, 2008), iii) enables the researcher to explicitly model measurement error for the observed variables (Wynne W Chin, 2008), iv) SEM is used to confirm model rather than to discover a new model, v) SEM studies complex relationship among variables, where some variables can be unobserved, vi) a multivariate technique combining

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Confirmatory Factor Analysis (CFA), Multiple Regression and Path Analysis (Kline, 2005; S. Y. Lee, 2007).

3.10 Summary

This chapter expounds on methodology of the research assisted by research framework, research design, measuring instruments, sampling technique, data collection procedure, data analysis processes, data analysis technique which facilitated the researcher to respond to all research questions mentioned earlier in the former chapter. The key objective of the study was to test the hypothesized model that assumed organizational commitment as a probable mediating variable that relates between transformational leadership, organizational culture and turnover intention. In order to test this theoretically determinate model, the study has decided to facilitate a survey by applying quantitative research approach as suggested by Paul D. Leedy and Ormrod (2010). The quantitative data will be captured from participants through survey by using four (4) survey instruments. The data shall then be analyzed and interpreted by utilizing the statistical package for the social science (SPSS) version 21 and structural equation modeling (SEM) AMOS version 20 statistical models.

CHAPTER FOUR
RESULTS AND DISCUSSION

4.1 Introduction

The key objective of this chapter is to show the findings of the research depending on the data gathered through survey questionnaires from the retail and services industry of MRCA's participative companies. This chapter elucidates the initial analysis before conducting the hypothesis testing of the hypothesized model. The report detailed the results of respondents' profile, together with the preliminary analyses are presented on different sections like data screening, treatment, reliability measurement and validity analysis (internal consistency reliability and item parceling). The study conducted inter-item reliability and exploratory factor analyses, followed by a full structure model testing-like confirmatory factor analysis (CFA) and model fit based on AMOS. Finally, only indicators presenting satisfactory loading over the intended factors and indicators with no cross-loading will be allowed to remain for hypothesis testing.

4.2 Response Rate for the Survey

A total of 405 questionnaires were distributed among the six (6) volunteered participative companies (the total available respondents during the scheduled companies' training sessions) in MRCA based on convenience sampling methodology. In total, 395 questionnaires were completed and collected from the respondents, which comprised of 97.5 percent (%) of respondents. A total of six (6) respondents were eliminated due to incomplete questionnaires (missing data; the researcher used the count blank formula to search among the 395 participants). In other words, the actual sample size used for testing the hypotheses was 389, a total of 96 percent (%) response rate; details were further illustrated in Table 4.1 below. In order to ensure all

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respondents completed their survey questionnaires, the researcher and the training managers checked each of the submission to ensure all answers were filled.

Table 4.1
Sample Study Response Rate

Questionnaire Response	Frequency	Rate
Number of questionnaires distributed	405	100%
Returned questionnaire	395	97.5%
Usable questionnaire	389	96%

4.3 Data Screening

As stated by Tabachnick and Fidell (2013) in Chapter 3, data screening was performed inclusive of i) the input accuracy of data, ii) treatment of missing value, iii) assessment of normality univariate and multivariate outliers and iv) statistical assumptions for multivariate analysis like linearity, multicollinearity, heteroscedasticity and singularity.

4.3.1 Accuracy of Data Input

To minimize error, the researcher had ensured that the data was keyed in with utmost accuracy. Before all the collected data can be analyzed, they have to be filtered and screened through; negative items have to be recoded. As a result, the final results of measured variables can then be considered reasonable.

4.3.2 Treatment of Missing Data

According to Cavana, Delahaye, and Sekaran (2001), missing data is one of the major concern for researchers as it can tort the results of the study. The researcher had taken extraordinary precaution in conducting the survey. As a result, there were minimal missing data, there were around seven (7) questions that was left unmarked and a whole page of questionnaire that a respondent had missed out. Count-blank and Standard Deviation technic were employed to check on missing data and/or any large deviation of answers. Then after the researcher employed SPSS V21 to perform descriptive statistics analysis for frequency purposes; values were imputed through transform and the seven (7) missing values were replaced via median replacement, whereas the case with one whole page that was not marked was completely deleted.

4.3.3 Outliers

Mahalanobis can be achieved through the performance of a simple linear regression on SPSS by selecting the variable called the response number and combining it to the list of the dependent variables, followed by the addition of all the measurement items to the list of independent variables. By doing so, the outliers will appear where it will be known as MAH_1. Under MAH_1, out of 389 cases, 3 cases were recognized as outliers because their values were larger than the threshold value adopted from Chi-square table (for further details see Appendix B). Since this is a Likert-Scale model, the scale only ranged within 1 to 5, it is not possible to exhibit appalling outlier in the data (Gaskin, 2017, Broeck, Cunningham, Eeckels, & Herbst, 2005). Besides, there were only 3 out of 389 cases. Therefore, the three (3) outliers were ignored.

4.3.4 Normality

In this study, the assumption of normality was analyzed through Z-skewness and Z-kurtosis analysis. The formula of Z-skewness and Z-kurtosis are as below:

Z-skewness = Skewness / SES

Z-kurtosis =Kurtosis / SEK

According to Table 4.2 and Table 4.3, the skewness is divided with standard error to obtain Z-skewness and Z-kurtosis values, where the results showed that the data were generally normally distributed, as Z-skewness were ranged in between -3.903 and 1.298 as in Table 4.2, and Z-kurtosis were ranged in between 2.141and -0.891 as displayed in Table 4.3. Most of the Zskewness and Z-kurtosis values were quite close to the 95% confidence level of +/- 3 and +/-7. The Z–kurtosis constructs were evenly distributed and they were within the range of +/-7. There were two constructs in Z-skewness that were negative (-3.75 and -3.903), and they were slightly skewed toward -3 and the other two were close to 3 (i.e. 0.387 and 1.298). In other words, the test would consider all the distributions normal. Details are available in Appendix C.

Table 4.2
Result of Z-skewness for normality test

Variables	Skewness	Std Error of Skewness	Z-skewness
Transformational- Leadership	-.465	.124	-3.75
Organizational- Culture	-.484	.124	-3.903
Organizational- Commitment	.048	.124	0.387
Turnover- Intention	.161	.124	1.298

*Z values comes within +/-3; it shows that the distribution is considered normal at 95% confidence level

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Table 4.3
Result of Z-kurtosis for normality test

Variables	Kurtosis	Std Error of Kurtosis	Zkurtosis
Transformational- Leadership	.376	.247	1.522
Organizational- Culture	.529	.247	2.141
Organizational- Commitment	-.111	.247	-0.449
Turnover- Intention	-.220	.247	-0.891

*Z values comes within +/-7; it shows that the distribution is considered normal at 95% confidence level

4.3.5 Multivariate Outlier

Hair et al., (2010) suggested that when maximum Mahalanobis distance goes beyond Chi-squared value with the degree of freedom which is the same as the number of predictors and alpha = .001, there is a potential of outliers which exist within the data. Cohen (1983) confirmed Hair et al., (2010)'s claim. The assumption is displayed below:

Multivariate Outlier => Mahalanobis Distance > Chi-Square Value

Table 4.4
Result of Mahalanobis Distance Test

	Maximum	Mean	Std Dev	N
Mahal. Distance	19.548	2.992	2.860	389

Dependent Variable: Turnover Intention

Table 4.4 shows that Mahalanobis Distance value at its maximum is 19.548. The value when compared with Chi-square at $\varkappa^2$ (>100 items, at critical value of 0.001) is 16.27. In this study, there is an existence of Multivariate Outlier because the max value of Mahalanobis Distance is 19.548 more than chi square value of 16.27. The researcher

has distinguished relevant respondents that contributed to the multivariate outlier problem. However, similar to Mahalanobis test, there were only three (3) cases out of 389 cases which were all on Likert scale of 5, and as suggested by other researchers they shall be ignored (Gaskin, 2017, Broeck, Cunningham, Eeckels, & Herbst, 2005). Nonetheless, the study decided to delete all three of them. The above histogram in Appendix B attested to a normally distribution curve of this study framework.

4.3.6 Linearity

The linearity was evaluated through the residual analysis that stemmed from regression analysis. As all of them showed positive correlation to each other (except for the turnover variable which was negatively correlated to others), as shown in Figure 4.1, which indeed confirmed the turnover intention (dependent variable) was inversely affected or correlated to transformational leadership and organizational culture (independent variables) and organizational commitment (intervening variable). Utilizing SPSS to assess the scatter plot residuals and histogram, the outcome produced a straight-line resemblance with histogram charts displayed at near normal distribution.

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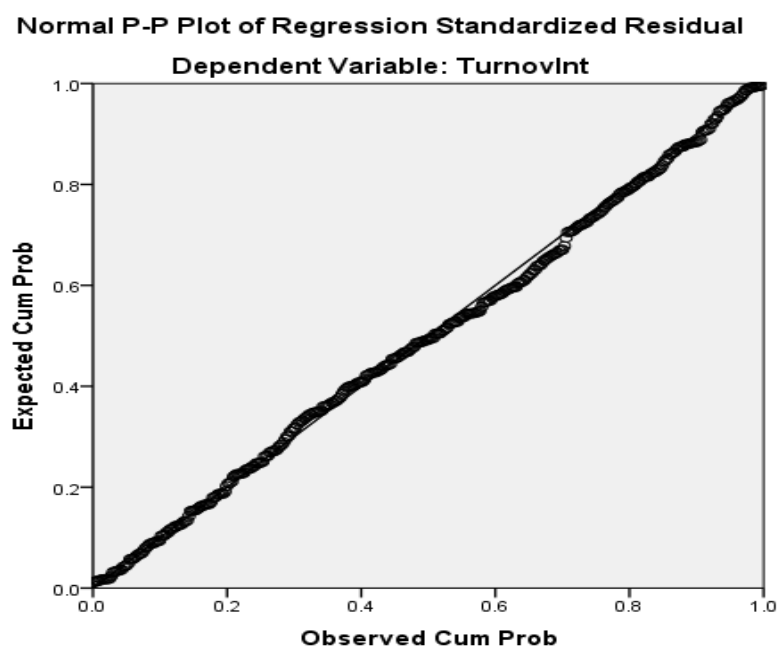
Figure 4.1 *Linearity and Histogram of the Dependent Variable*

4.3.7 Multicollinearity Test

As described earlier under data analysis technique, Hair et al., (2010) and Tabachnick and Fidell (2013) suggested that it is better to perform multicollinearity test on the independent variables before proceeding to test on the hypothesized model. Accordingly, Table 4.5 displayed the results of the collinearity statistics for all the variables, the results disclosed that the correlations among all the variables were below 0.90; signifying non multicollinearity problem. According to the table, the tolerance values ranged between 0.612 and 0.707 whereas variance inflation factor (VIF) values vary between 1.415 and 1.633, which is within the acceptable limit. Therefore, the results reflect that no significant multicollinearity existed.

Table 4.5
Result for Test of Multicollinearity

Variable	Collinearity Statistics	
	Tolerance	VIF
Organizational Commitment	.707	1.415
Transformational Leadership	.612	1.633
Organizational Culture	.628	1.593

Note: Turnover Intention is the Dependent Variable

4.4 Descriptive Statistics

In this section, the researcher aimed to answer research question one (1). It was based on Pearson correlation test under Table 4.6a, and it was used to distinguish the relationship between the four (4) constructs as described under Table 4.6b. The interpretation of the correlation coefficient was displayed under Table 4.6b, as recommended by (Davis, 1971), it was meant to verify the relationship between the variables

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Table 4.6a
Mean Score Interpretation Table for Determining the Level of Transformational Leadership, Organizational Culture, Organizational Commitment and Turnover Intention of Retail and Services industry employees (front-liners) in Malaysia

Scale	Level
1.0 – 2.0	Low
2.01 – 3.0	Medium Low
3.01 – 4.0	Medium High
4.01 – 5.0	High

Source: By Othman and Ab Wahid (2014)

4.4.1 Mean and Standard Deviation of Variables

According to Table 4.6b, turnover intention has the lowest mean of 2.23, while organizational culture has the highest mean of 3.81. Standard deviation of all variables showed a considerable acceptability of variability within the data set and they fell within the range between 0.440 to 1.13. The survey has a total of 389 respondents, and it scaled between 1 to 5, details are available in Appendix D.

Table 4.6b
Descriptive Statistics

Variable	Mean	Std Deviation
Organizational-Culture	3.81	.556
Transformational-Leadership	3.37	.668
Organizational-Commitment	3.29	.440
Turnover-Intention	2.23	1.13

According to Othman and Ab Wahid (2014), all the independent variables and mediator were considered to be at medium high level, whereas for dependent variable (turnover intention) was at medium low level of 2.23.

4.4.2 Profile of the Respondents

Table 4.7 displays the profile of the respondents with regards to gender, age, tenure in the company, education and social-economic environments that they grew up in. All respondents were full-time workers and more than three quarters (87%) of them did not receive tertiary level education. Out of the samples collected, 71% were female and 29% were male, whereby close to two thirds (67%) of the employees have only been working for their company for less than 5 years, and majority (62%) of them grew up in rural areas or small towns.

Table 4.7
Demographic Characteristics of Respondents (N=389)

Characteristics	Frequency	%
Gender		
Male	111	29%
Female	278	71%
Tenure in the Company		
Less than 1 year	150	39%
Between 1 and 5 years ago	110	28%
Between 5 and 10 years ago	83	21%
Between 10 and 15 years ago	40	10%
Between 15 and 25 years ago	6	2%
More than 25 years ago	0	0%
Age		
25 years or under	154	40%
26 years to 30 years	95	24%
31 years to 35 years	71	18%
36 years to 40 years	34	9%

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41 years to 45 years		13	3%
46 years to 55 years		21	5%
56 years or over		1	0%
Education			
1	PMR	47	12%
2	SPM	189	49%
3	STPM	18	5%
4	Diploma	86	22%
5	Degree	49	13%
6	Master		0%
7	PhD		0%
Community they grew up in			
Rural area or farm		41	11%
Town or small city		197	51%
Suburban area near large city		79	20%
Large city		72	19%
Race			
Malay		263	68%
Chinese		71	18%
Indian		32	8%
Others		23	6%

Source: Compiled by Author

In other words, the descriptive statistics from the above findings do reflect the representativeness of population in the retail and services industry of Malaysia, with greater than 61% of the sample group who grew up in rural or small cities. The analyses revealed that the samples are highly correlated with the emergence of retail and services industry in Malaysia, as the respondents in this survey mirrored a similar historical trail as the retail and services industry in Malaysia where the industry started in small towns as small format enterprises. In addition, the sample population does reflect the general age of the workforce in the retail industry, as they are relatively young with close to 82% of the participants who are ages below 35, and close to 70% of them (i.e. 67%) have less than 5 years tenure with their companies, and about 40% (to be exact: 39%) of the participants worked less than 1 year in the industry; in other words, it has

correctly insinuated the turnover situation in the industry. The limited educational level and exposure of the respondents (front-liners) are reflected in the data findings with close to 61% having less than high school education. As a result, there will be intentions to quit and the urge to constantly look for new jobs, new opportunities or offers which will compensate for their low pay, long and rigid working hours environment. In other words, the data mirrored closely to the condition of the current attitude and behavior of the existing employees of retail and services industry, resemble the objective of this study to understand the attitude, intention and behavior of the frontline employees of the retail and services industry in Malaysia. Namely, the descriptive statistics (i.e. extremely short tenure and high concentration of junior frontline employees) in this study does match the problem statement as cited by Lutgen-Sandvik and Hood (2016) that when employees keep hitching on turnover intention, morale and commitment within the workplace will eventually diminish.

4.5 Validity of the Constructs

The study utilized two statistical tools to conduct statistical validity examinations, one was through SEM and SPSS statistical tools to perform the analysis, i.e. convergent validity was performed through these vital measurement models, as a primary type of validity test to ascertain whether the computed statistics come together in a single construct. Another type of discriminant validity test is to validate whether the items established to measure the distinctive variables are in fact measured according to the constructs.

4.5.1 Construct Validity

Under construct validity there are two subtypes, i.e. one is convergent validity and another is the discriminant validity. Convergent validity develops when two similar constructs correspond with one another, whereas discriminant validity pertains to two dissimilar constructs that can be effortlessly segregated (Campbell & Fiske, 1959).

Table 4.10 below provides the details of a factor extraction of 25 dimensions from the four constructs in the research model. Under Table 4.8, Kaiser-Meyer-Olkin (KMO) was employed to measure the sampling adequacy and it bore a value of 0.895, which exceeded the Hair et al., (2010) standard of 0.5; according to O'Brien and Kaiser (1985) it was considered as excellence. The Barlett's test of sphericity revealed that the data was considered significant with $\varkappa^2 = 5290.916$, df = 300 and p = 0.000. The factor analysis has proven that the sample met the sampling sufficiency with KMO measurement at 0.895, and the variables' relationship has proven to attain its structural suitability with Barlett's test of p= 0.0000. In addition, under Table 4.9, the rotation matrix of the four-factor structure has eigenvalue exceeded 1.0, and the combined variance of the four factors accounted for more than 59%, which according to Hair, Black, Babin, and Anderson (2010) was considered to be good. Finally, under Table 4.10, except for three (3) dimensions (Turnover item 4, item 8 and affective commitment) with variances of slightly below 0.5, the rest of 22 dimensions had values greater than 0.460 to 0.882; of which turnover for item 4 and item 8 were later covariate together or removed to produce a better model fit.

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Table 4.8
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.895
Bartlett's Test of Sphericity	Approx. Chi-Square	5290.916
	df	300
	Sig.	.000

Table 4.9
Rotation Sums of Squared Loadings - Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	7.605	30.418	30.418	7.199	28.794	28.794	5.924
2	3.697	14.788	45.206	3.315	13.260	42.055	5.679
3	2.086	8.344	53.549	1.686	6.745	48.800	4.075
4	1.379	5.514	59.064	0.773	3.092	51.892	3.077

Table 4.10
Pattern Matrix

	Component			
	1	2	3	4
AffecComMeanF				.279
ContComMeanF				.460
NormComMeanF				.809
IdeaMeanF	.694			
InspireMeanF	.772			
IntelMeanF	.826			
IndivMeanF	.858			
ContMeanF	.866			
MbEMeanF	.800			
LaissMeanF	.517			
CompeMeanF		.482		
SocialMeanF		.783		
SupptMeanF		.655		
InnovaMeanF		.787		
RewarMeanF		.678		
PerfmMeanF		.821		
StablMeanF		.844		

Turnov1	.699
Turnov2	.882
Turnov3	.872
Turnov4	.202
Turnov5	.792
Turnov6	.768
Turnov7	.529
Turnov8	.326

4.5.2 Convergent Validity

Campbell and Fiske (1959) claimed that convergent validity is a statistical analysis usually applied in sociology, psychology and behavioural sciences, and it denotes the step of the two measures of variables that are theoretically supposedly related, are in fact related. In other words, it is considered recognizable if two similar constructs correspond with one another. Furthermore, they explained that convergent validity is described as the relationship of intercorrelations between two unlikely similar measures which should provide a low correlation, but with similar measures should be substantially higher.
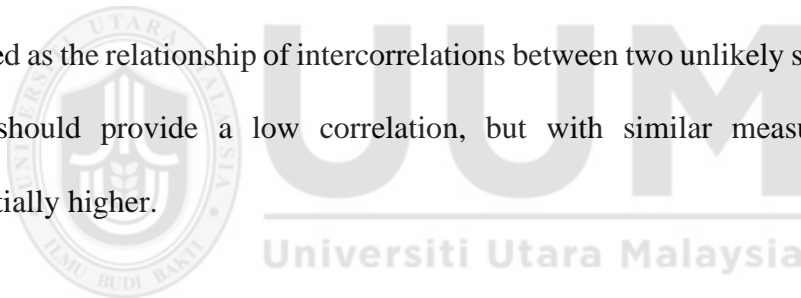
This study utilized Fornell and Larcker (1981), and Hair, Black, Babin, and Anderson (2006) proclamations to test the convergent validity by calculating Cronbach's alpha, composite and average variance extracted (AVE). According to Hair et al. (2006), he claimed that at 0.60 level, it is considered as an acceptable standard.

Cavana et al., (2001) and Hair et al., (2010) suggested to use reliability test to measure the stability and consistency of a measurement for a certain concept, and it had not been reported for any errors due to its consistency across time and items within the instrument. Cronbach's alpha and composite reliability are widely used by researchers to measure the reliability. According to Hair et al., (2010), a Cronbach's alpha which is ranged between 0.60 and 0.70 will be considered as the lowest threshold of adequacy,

those between 0.70 and 0.80 were viewed as merely acceptable, and those values with more than 0.80 and above are considered as highly reliable of the measure.

In this study, Table 4.11 displays the measurement of Cronbach's alpha for each construct, and they valued between 0.826 and 0.836. The results showed that all constructs in this study carried an internal consistency with adequate reliability, and composite reliability test was also displayed at the table below. The results showed that the composite reliability values ranged between 0.955013 and 0.991748, i.e. standard regression weight estimate and regression weight standard error, which means that there was an internal consistency of the model, as all values stood above 0.8 with clear convergent validity that existed in the model (Hair et al., 2010).

Below is the formula used for the calculation of AVE by Kearns and Lederer (2003)

$$AVE = \frac{\Sigma \text{ (standardized Square Multiple Correlation) SMC}}{\Sigma \text{ (standardized Square Multiple Correlation) SMC} + \Sigma \, \varepsilon j}$$

Note: SMC = Squared Multiple Correlation, Σ = Summation, $\Sigma \, \varepsilon j$ = standardized error

Table 4.11
Convergent Validity

Variable Name	Factor Loading	Reliability Value	Composite Reliabilities	AVE
Turnover Intention		.834	0.98382	0.916
Turnov1	.699			
Turnov2	.882			
Turnov3	.872			
Turnov4	.202			
Turnov5	.792			
Turnov6	.768			
Turnov7	.529			
Turnov8	.326			

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Organizational Commitment	.836	0.955013	0.679
AffecComMeanF .279			
ContComMeanF .460			
NormComMeanF .809			
Transformational Leadership	.826	0.991748	0.854
IdeaMeanF .694			
InspireMeanF .772			
IntelMeanF .826			
IndivMeanF .858			
ContMeanF .866			
MbEMeanF .800			
LaissMeanF .517			
Organizational Culture	.831	0.991551	0.811
CompeMeanF .482			
SocialMeanF .783			
SupptMeanF .655			
InnovaMeanF .787			
RewarMeanF .678			
PerfmMeanF .821			
StablMeanF .844			

Wertz et al. (1974) proposed composite reliability (CR) as an alternate review to the reliability of the set of indicators. According to Fornell and Larcker (1981), CR was viewed as a more powerful measurement vice averse to Cronbach's alpha. Bagozzi, Yi, and Phillips (1991) suggested that CR value should be above 0.60 to be considered good; in this study all constructs were above 0.9. The formula to compute CR is as per below (Kearns & Lederer, 2003):

$$\text{Composite reliability} = \frac{\Sigma \text{ (Standardized loading /factor loading) }^2}{(\Sigma \text{ Standardized loading/factor loading) }^2 + \Sigma \ \varepsilon j}$$

As reflected in Table 4.11, all the four variables produced the acceptable level of composite reliability with all values that exceed 0.90. In other words, the results attested the fitness of the data for the measurement study.

4.5.3 Discriminant Validity

Under Table 4.12, it exhibits the values of average variance extract (AVE) for all factor variables. According to Gold, Malhotra, and Segars (2001), and Hair (2010), the cut-off point for discriminant validity was at .90 to elaborate the clarity of the construct content. In other words, to measure the discriminant validity, the communal differences between variables will compare with the average variance extracted from the individual factors as shown in Table 4.12, which displayed the inter-construct correlations off the diagonal matrix in the table. The outcomes exhibited that the communal differences between variables were lower than the average variance extracted from the individual variables, confirmed that discriminant validity exist (Fornell & Larcker, 1981). In other words, in this case, the measurement model confirmed discriminant validity exists.

Table 4.12
Discriminant Validity of Constructs

Construct Name	Turnover Intention	Organizational Commitment	Transformational Leadership	Organizational Culture
Turnover Intention	0.916			
Organizational Commitment		0.679		
Transformational Leadership			0.854	
Organizational Culture				0.811

4.6 Confirmatory Factor Analysis (CFA) Measurement Model

Hair, Black, Babin, Anderson, and Tatham (1998) insinuated that structural equation modeling (SEM) is an important technique to be employed in this study, which utilized

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AMOS to test confirmatory factor analysis (CFA) particularly when the model has multiple variables required to assess the interrelationship among them. The reason for performing CFA is to confirm the factor loadings for each individual construct and their dimension, i.e. turnover intention and its dimension/items (TI1, TI2, TI3, TI4, TI5, TI6, TI6, TI7 and TI8), organizational commitment and its dimensions (affective commitment, continuance commitment and normative commitment), transformational leadership (idealize influence, inspiration motivation, intellectual stimulation, individual consideration, contingent reward, management-by-exception and laissez-faire leadership), and organizational culture and its dimensions (competitive factor, social responsibility, supportiveness, innovation, emphasis on reward, performance orientation and stability).

A good guideline was introduced by Hair et al., (2010),who indicated that those factor loadings with a value of 0.50 and above are deemed to be very significant, those with a value of 0.40 is deemed to be very important and those with a value of 0.30 is only deemed to be significant. In this study as displayed in Table 4.13, most of the loading factors were above minimum significance of 0.3, except for three (3) items in affection commitment with low -0.108 (item 3), -0.063 (item 4) and -0.129 (item 5), and two (2) items in turnover intention, i.e. item 4 with 0.119 and item 8 with -0.138. These items shall eventually be pruned from the model due to their low factor loading effect, other than that, the rest shows that the items are correlated very significantly with their individual factors (without modification).

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Table 4.13
Factor Loading of Model Factors (CFA) – before modification

Items Code	Construct	Dimension		Factor Load
Organizational Commitment	<---	Transformational Leadership		.329
Organizational Commitment	<---	Organizational Culture		.282
Turnover Intention	<---	Organizational Commitment		-.247
Turnover Intention	<---	Transformational Leadership		.087
Turnover Intention	<---	Organizational Culture		-.193
Turnov1	<---	Turnover Intention	Turnover	.740
Turnov2	<---	Turnover Intention	0.5339	.861
Turnov3	<---	Turnover Intention		.970
Turnov4	<---	Turnover Intention		.119
Turnov5	<---	Turnover Intention		.659
Turnov6	<---	Turnover Intention		.626
Turnov7	<---	Turnover Intention		.434
Turnov8	<---	Turnover Intention		-.138

4.6.1 CFA of Exogenous Variables

This section scrutinizes on the set of exogenous variables, i.e. transformational leadership and organizational culture, CFA was conducted on the covaried of the two independent variables. Variable one was represented by transformational leadership, which has seven (7) dimensions and twenty-one (21) items, which were idealized influence, inspirational motivation, intellectual stimulant, individual consideration, contingency, management by exception and lassie faire. The other variable was represented by organizational culture, which has a total of seven (7) dimensions and twenty-eight (28) items, the seven dimensions were social responsibility, competitiveness, support, innovativeness, reward, performance and stability.

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Before any modifications, the two covaried exogenous variables did not show a good fit as almost all indices were below satisfactory fit according to the recommended indicators by Hair et al. (2010). Therefore, the researcher decided to conduct further modification on the two exogenous variables model, which delivered good fit results as recommended by Hair et al. (2010). In addition, the researcher also compared the factor loading of the covariance between the two independent variables, i.e. one before modification and one after modification.
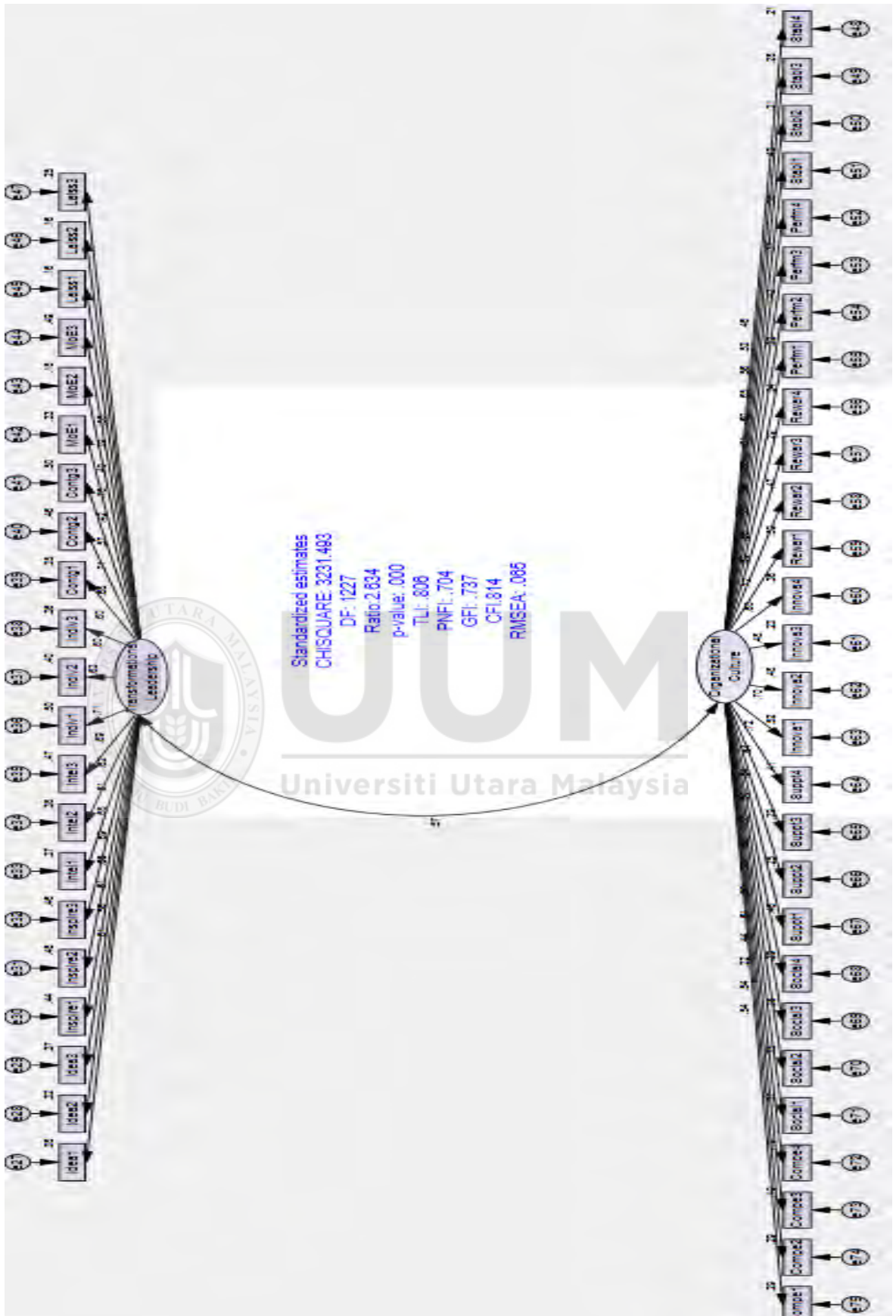
Figure 4.2a *CFA for Exogenous Variables before Fit*

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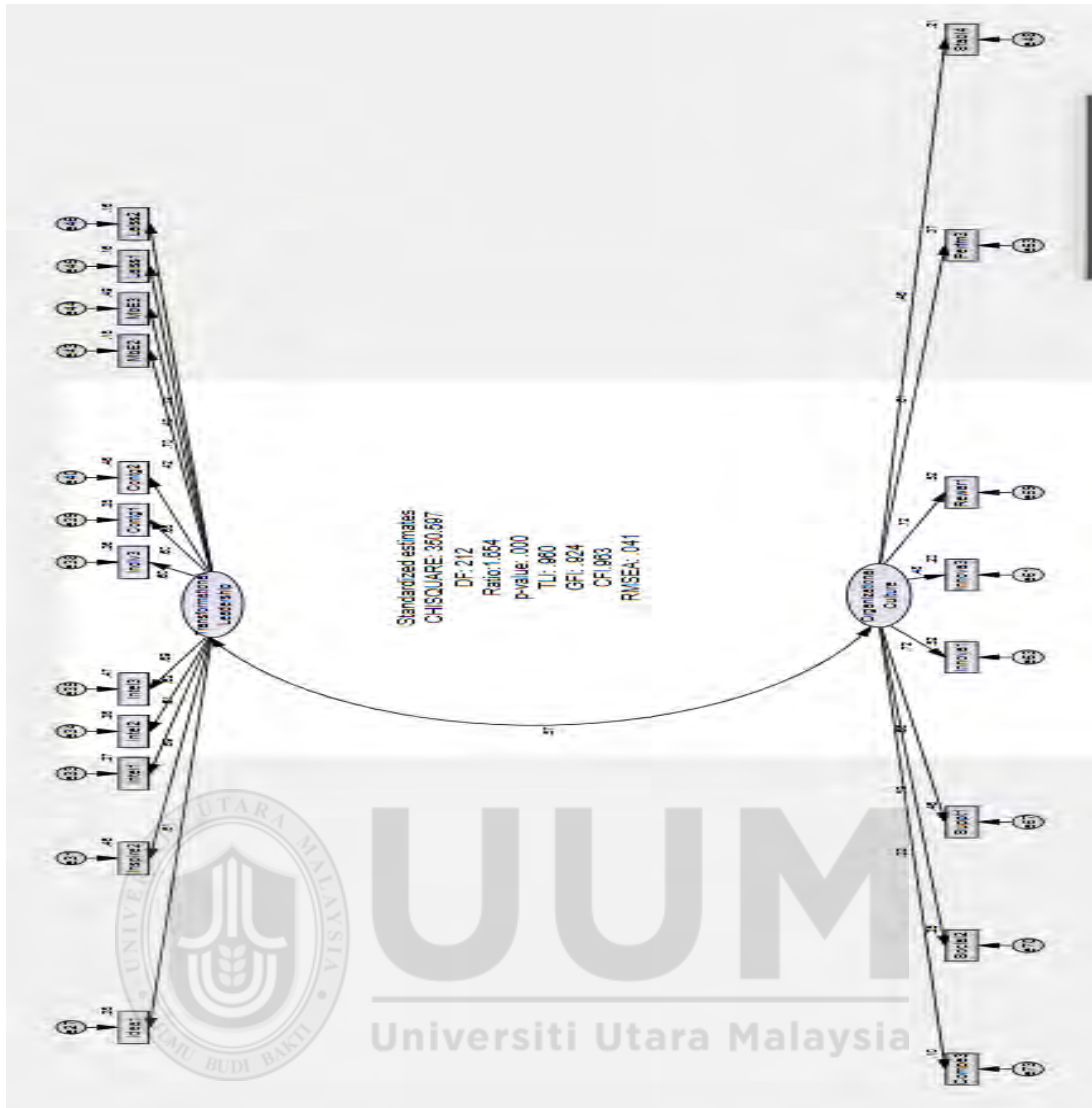
Figure 4.2b *CFA for Exogenous Variables after Fit*

Table 4.14
Goodness-of-fit of Transformational Leadership and Organizational Culture

Measures	Prior Modification	After Modification	Threshold Values	Source
Absolute Fit				
Chi Square Statistics CMIN/DF	2.634	1.654	<5	Ullman (1996)
Incremental Fit				
Goodness of Fit (GFI)	0.737	0.924	>0.9	Hair et al. (2010)
Adjusted Goodness-of-Fit (AGFI)	0.716	0.909	>0.9	Chau & Hu (2001)

Composite Fit Index (CFI)	0.814	0.963	>0.9	Hair et al. (2010)
Tucker-Lewis Index (TLI)	0.806	0.960	>0.9	Hair et al (2010)
Parsimony **Fit**				
Root Mean Square Error of Approximation (RMSEA)	0.065	0.041	<0.08	Byrne (2001)
P – value	0.000	0.000	>0.05	Ronald Fisher (1925)

Figure 4.2a and Figure 4.2b exhibited the goodness-of-fit results before fit modification and after fit modification of the two exogenous covaried models. The final modified results showed that Ratio/CMIN/DF was 1.654, CFI was at 0.963, GFI was at 0.924, AGFI was at 0.909, RMSEA was at 0.041 and p-value remained at 0.000 after modification. Similarly, Table 4.14 tabulated the two exogenous variables, i.e. transformational leadership and organizational culture, which showed that after modification, all indices had indeed exceeded the guidelines stipulated by Hair et al. (2010).

4.6.2 CFA of Endogenous Variables

Under this section, two endogenous variables were shown, they are organizational commitment and turnover intention. The measurement models were reflected under Figure 4.3a, which represented before fit and Figure 4.3b, represented after fit for two of the endogenous models. Furthermore, Table 4.15 provided the comparative results of both the endogenous models, i.e. before and after modification. According to the above, the indices showed that the modified model succeeded the recommended values recommended by Hair et al. (2010), with the modified indices of Chi-square/DF/Ratio

of CMIN/DF = 1.554, CFI = 0.986 , GFI = 0.963, AGFI = 0.949, TLI = 0.984   and
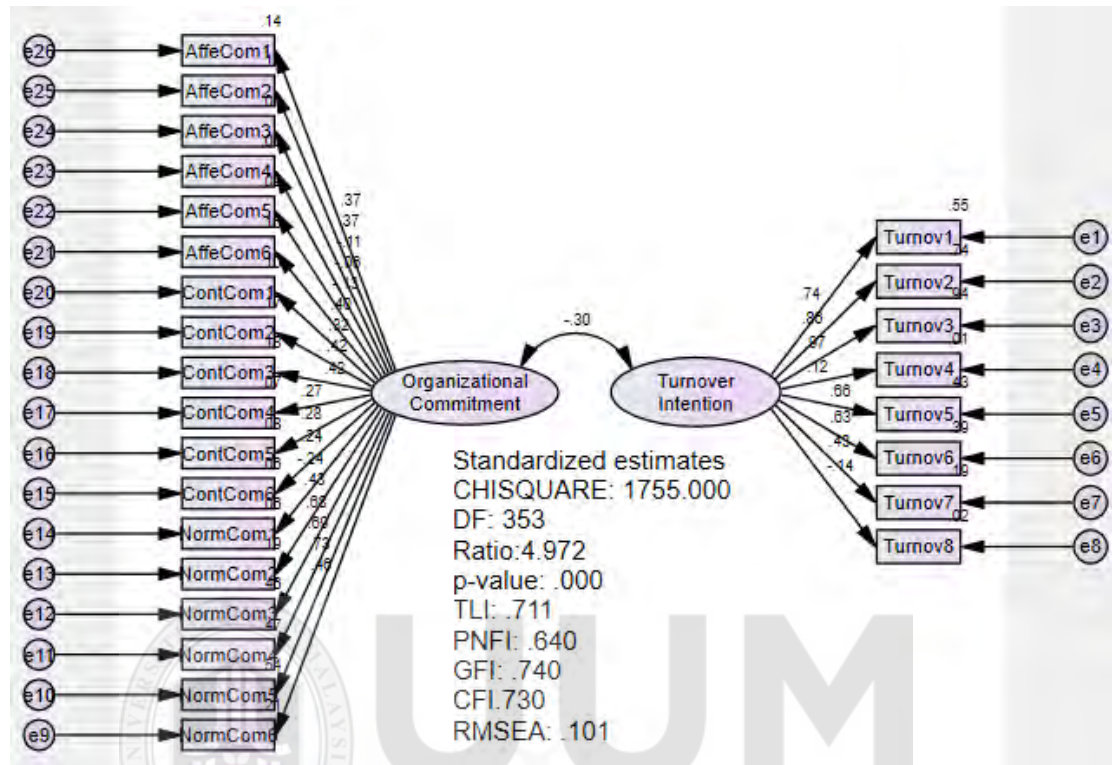
RMSEA = 0.038.

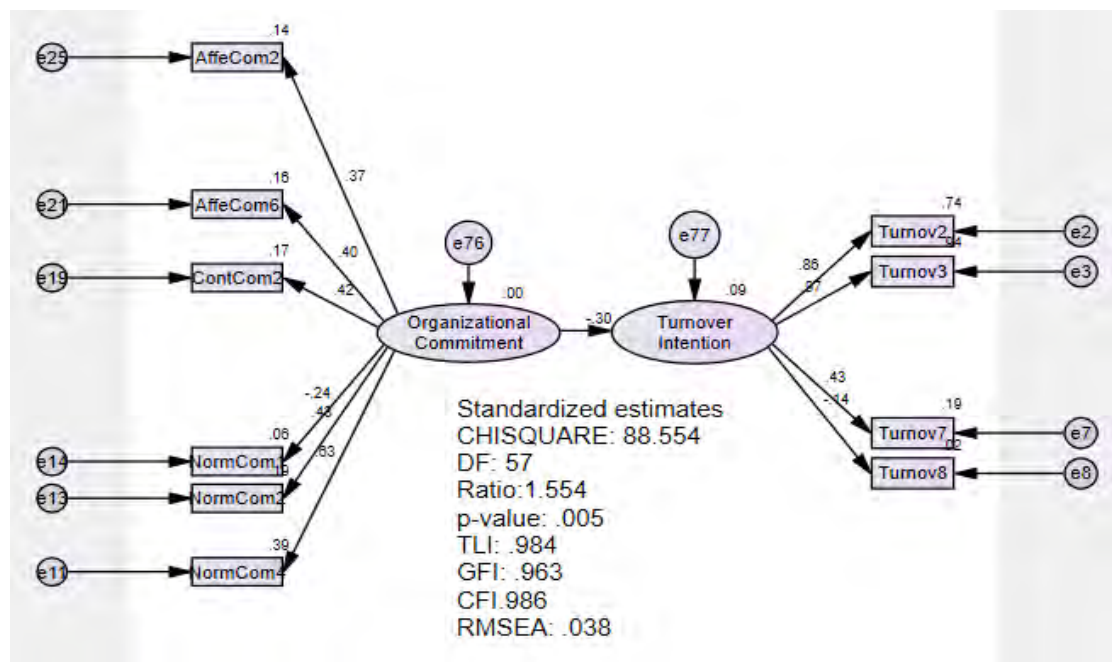**Figure 4.3a** *CFA for Endogenous Variables before Fit*

Figure 4.3b *CFA for Endogenous Variables after Fit*

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Table 4.15

Goodness-of-fit of Organizational Commitment and Turnover Intention

Measures	Prior Modification	After Modification	Threshold Values
Absolute Fit			
CMIN/DF	4.972	1.554	<5
Incremental Fit			
GFI	0.740	0.963	>0.9
AGFI	0.700	0.949	>0.9
CFI	0.730	0.986	>0.9
TLI	0.711	0.984	>0.9
Parsimony **Fit**			
RMSEA	0.101	0.038	<0.08
P – value	0.000	0.005	>0.05

4.6.3 CFA of Turnover Intention

Table 4.16 exhibits the factor loadings for the items of dependent variable, i.e. turnover intention, was deemed significant, which ranged between -0.138 and 0.970, as claimed by Tabachnick and Fidell (2013), that loading values of .30 and higher were deemed to have significant contribution of the items towards the construct. In other words, the results show that all items of the dependent variable - turnover intention, except for items 4 and 8, met the construct validity standard. However, after modification to the model fit, a total of four (4) items were removed, i.e. item 1, 5, 6 and 8 so that goodness of fit could be attained. The residual number of the items of the construct is as per below Table 4.16 and Figure 4.4a.

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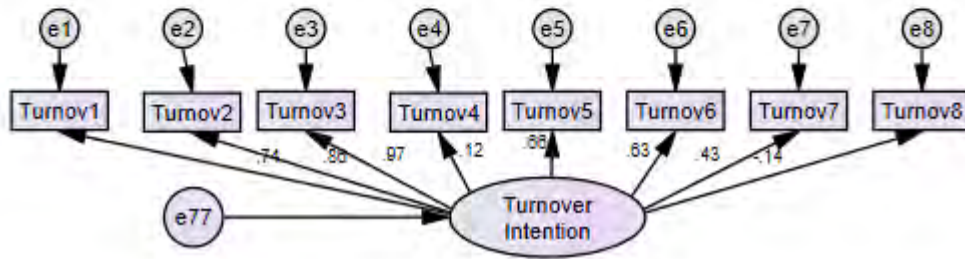
Figure 4.4a *Turnover Intention (before modification)*

Table 4.16
Factor Loading of Turnover Intention Factor (CFA) (before & after modification)

Construct	Code	Factor Loading	
		Before	After
Turnover Intention	Tunov1	0.740	
Turnover Intention	Tunov2	0.861	0.858
Turnover Intention	Tunov3	0.970	0.970
Turnover Intention	Tunov4	0.119	0.119
Turnover Intention	Tunov5	0.659	
Turnover Intention	Tunov6	0.626	
Turnover Intention	Tunov7	0.434	0.434
Turnover Intention	Tunov8	-0.138	

Note: Factor Loading before and after modification.

Seven (7) indices were identified as the measurements to ascertain the goodness of fit in this study. Table 4.17 shows the significant chi-square of 15.386 before modification. Other six (6) indices were also utilized to further validate the goodness of fit (i.e. GFI, RMSEA, AGFI, CFI, TLI and P-Value). The researcher performed two

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studies, one was before modification and one was after modification. The results of the

modified model were reported on the right-hand column of Table 4.17 and Figure 4.4b,

where the indices were compared to the threshold values, and the validation shows that

the modified model indeed attained a good fit for the data.

Table 4.17
Goodness-of-fit of Turnover Intention

Measures	Prior Modification	After Modification	Threshold Values
Absolute Fit			
CMIN/DF	15.386	1.706	<5
Incremental Fit			
GFI	0.804	0.988	>0.9
AGFI	0.696	0.975	>0.9
CFI	0.847	0.997	>0.9
TLI	0.810	0.996	>0.9
Parsimony **Fit**			
RMSEA	0.193	0.043	<0.08
P – value	0.000	0.103	>0.05
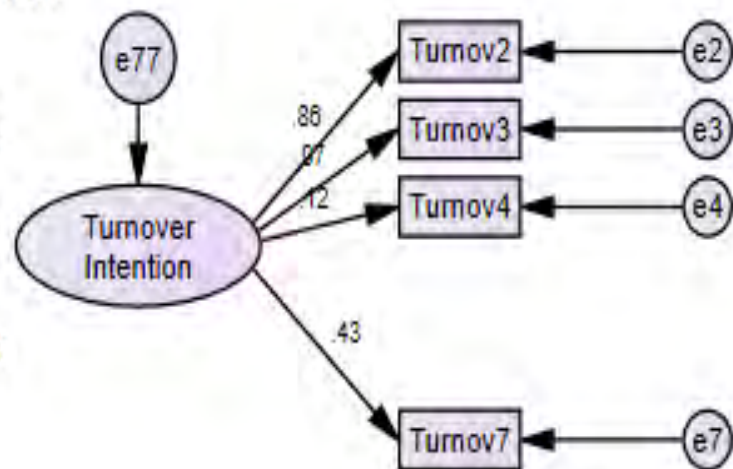
Figure 4.4b *Modified Turnover Intention Factor*

4.6.4 CFA of Organizational Commitment

Confirmatory factor analysis (CFA) was also performed on the mediating variable of organizational commitment. According to Table 4.18 and Figure 4.5a which showed the original factor loading of the items on organizational commitment, ranged from -0.238 to 0.734, where out of 18 items, 6 items did not exceed the minimum threshold value of 0.3 as claimed by Tabachnick and Fidell (2013); three from affective commitment, three from continuance commitment and one from normative commitment. The comparison of factor loading before and after modification were listed under table 4.18. In order to attain model fit, the study had removed eleven (11) items from construct and left with seven (7) items, all except two (2) items which exceeded the 0.3 benchmark by Tabachnick and Fidell (2013).

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Table 4.18
Factor Loading of Organizational Commitment Factor (CFA)

Construct	Code	Factor Loading	
		Before	**After (Modification)**
Affective Commitment	AffeCom1	0.371	
	AffeCom2	0.373	0.373
	AffeCom3	-0.108	
	AffeCom4	-0.063	
	AffeCom5	-0.129	
	AffeCom6	0.396	0.396
Continuance Commitment	ContCom1	0.324	0.324
	ContCom2	0.415	
	ContCom3	0.420	
	ContCom4	0.266	
	ContCom5	0.284	
	ContCom6	0.241	0.241
Normative Commitment	NormCom1	-0.238	-0.238
	NormCom2	0.434	
	NormCom3	0.680	0.680
	NormCom4	0.687	0.687
	NormCom5	0.734	
	NormCom6	0.463	

Table 4.19 further reported the CFA analyses conducted on the mediating variable of organizational commitment. The researcher has conducted two studies, one, before modification on goodness–of-fit report, and one, after modification (as reflected in Figure 4.5b). According to the goodness-of-fit report (the one after modification), all indexes exceeded the minimum threshold for the mediating variable, i.e. organizational commitment and achieved a good fit for the data (Hair et al., 2010).

Table 4.19
Goodness-of-fit of Organizational Commitment

| Measures	Fit Indices Before (modify)	After	Threshold Values	Source
Absolute Fit				
Chi Square Statistics (CMIN/DF)	6.645	2.013	<5	Ullman (1996)
Incremental Fit				
Goodness of Fit (GFI)	0.761	0.974	>0.9	Hair et al. (2010)
Adjusted Goodness-of-Fit (AGFI)	0.706	0.956	>0.9	Chau & Hu (2001)
Composite Fit Index (CFI)	0.624	0.970	>0.9	Hair et al. (2010)
Tucker-Lewis Index (TLI)	0.583	0.960	>0.9	Hair et al (2010)
Parsimony Fit				
Root Mean Square Error of Approximation (RMSEA)	0.121	0.051	<0.08	Byrne (2001)
P – value	0.000	0.004	>0.05	Fisher (1925)

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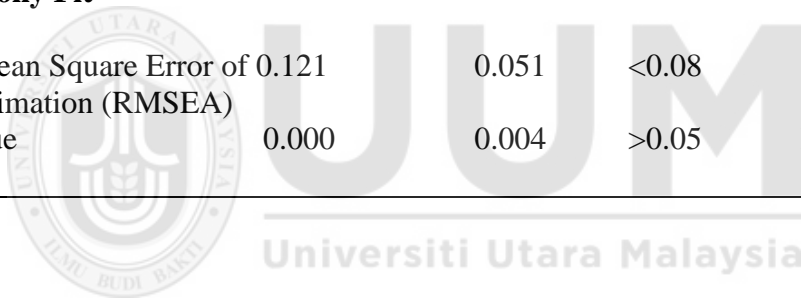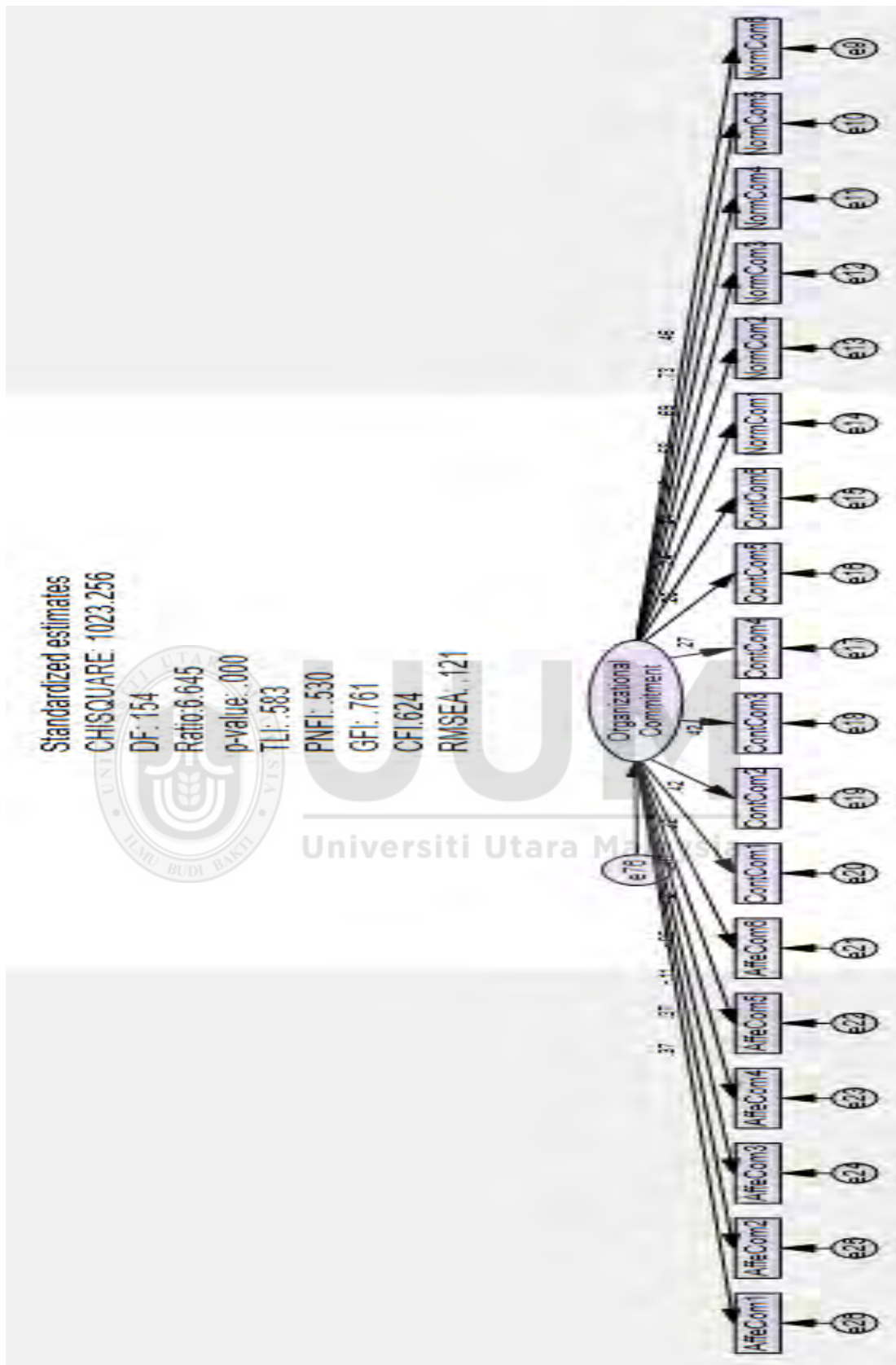
Figure 4.5a *Organizational Commitment (before Modification)*

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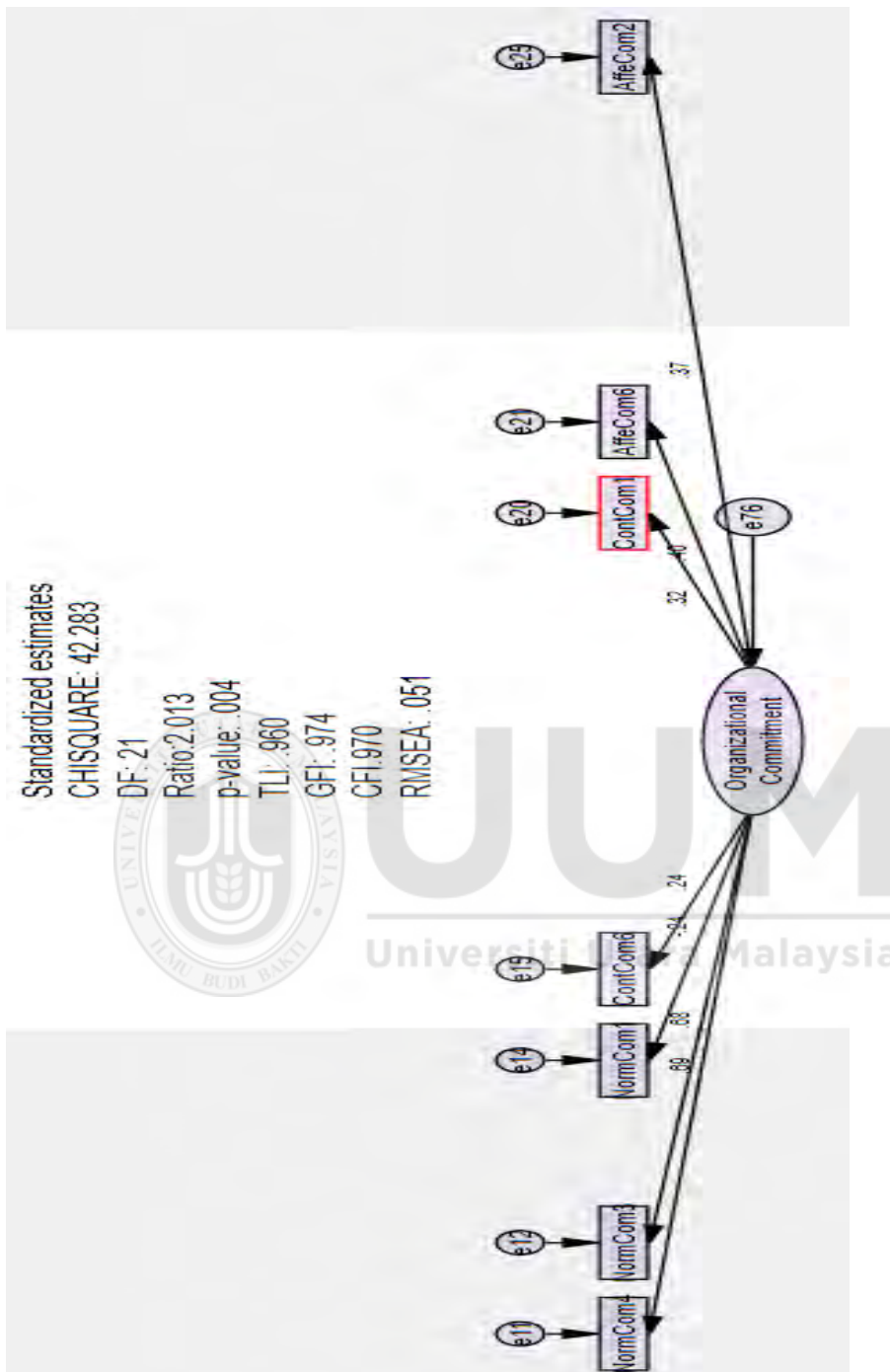
Figure 4.5b *Organizational Commitment (after modification)*

4.6.5 CFA of Transformational Leadership

Confirmatory factory analysis was also performed on the independent variable, i.e.

transformational leadership. Table 4.20 showed that the factor loading of the items of

transformational leadership ranged from 0.395 to 0.707, outstripped the acceptable

threshold value as stated by Hair et al., (2010) of 0.3. In other words, according to the

testings' done, all items except for one on laissez-faire's item1 and item2, and

Management by Exception (i.e. at 0.395 and 0.403, and 0.424 were slightly below 0.5

standard value, yet still above 0.3 of significant value) met the construct validity

standard. The residual number of items of each observable variable was shown as

below.

Table 4.20
Factor Loading of Transformation Leadership (CFA)

Construct	Code	Factor Loading	
		Before Modification	After Modified
Idealized Influence	Idea1	0.614	0.614
	Idea2	0.562	0.562
	Idea3	0.608	
Inspiration Motivation	Inspire1	0.662	
	Inspire2	0.691	0.691
	Inspire3	0.682	0.682
Intellectual Stimulation	Intel1	0.611	0.611
	Intel2	0.617	0.617
	Intel3	0.688	
Individual Consideration	Indiv1	0.707	0.707
	Indiv2	0.632	
	Indiv3	0.603	0.603
Contingent Reward	Contg1	0.596	
	Contg2	0.680	0.680
	Contg3	0.705	
Management-by-exception	MbE1	0.572	
	MbE2	0.424	0.424
	MbE3	0.702	
Laissez-faire Leadership	Laiss1	0.403	
	Laiss2	0.395	
	Laiss3	0.503	

The researcher also investigated on the goodness-of-fit of transformational leadership

as the independent variable, as shown in Table 4.21 and also displayed in Figure 4.6a

and Figure 4.6b. Similarly, two tests were conducted, one was before modification with

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chi-square of 2.907 and the other was after modification, which showed a chi-square of 1.693, in view of a large sample size used. The other indices without modification were also aligned with Chi-square and obtained significant goodness-of-fit value, with. GFI = 0.870, RMSEA = 0.070, AGI = 0.845, CFI = 0.906, TLI = 0.897 and P- value = 0.000. The indices after modification generated much better indices with GFI = 0.964, RMSEA = 0.042, AGI = 0.949, CFI = 0.984, TLI = 0.981 and P- value = 0.002. This study decided to perform the necessary modification to ensure that all indices were above the threshold values and obtained at least a positive p-value. As a result, out of a total of 21 items from the measurement instrument, the researcher removed around 11 items and is left with 10 items, with at least one item representing each dimension; except for Laissez-faire dimension.

Table 4.21
Goodness-of-fit of transformational Leadership

Measures	Indices		Threshold
	Before	After	Values
Absolute Fit			
Chi Square Statistics (CMIN/DF)	2.907	1.693	<5
Incremental Fit			
Goodness of Fit (GFI)	0.870	.964	>0.9
Adjusted Goodness-of-Fit (AGFI)	0.845	.949	>0.9
Composite Fit Index (CFI)	0.906	.984	>0.9
Tucker-Lewis Index (TLI)	0.897	.981	>0.9
Parsimony Fit			
Root Mean Square Error of Approximation (RMSEA)	0.070	.042	<0.08
P – value	0.000	.002	<0.05

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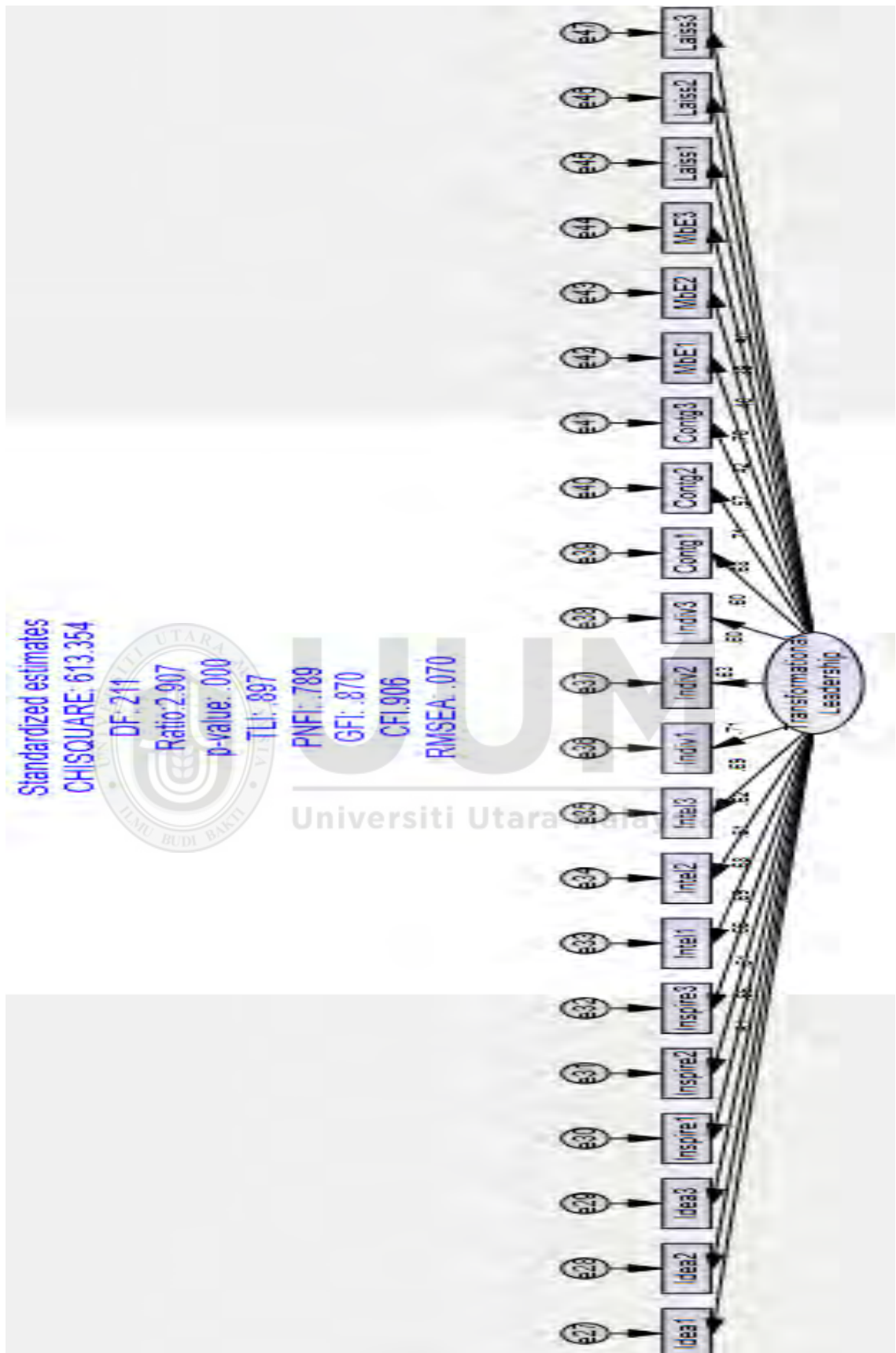
Figure 4.6a *Transformational Leadership CFA (Before Modification)*

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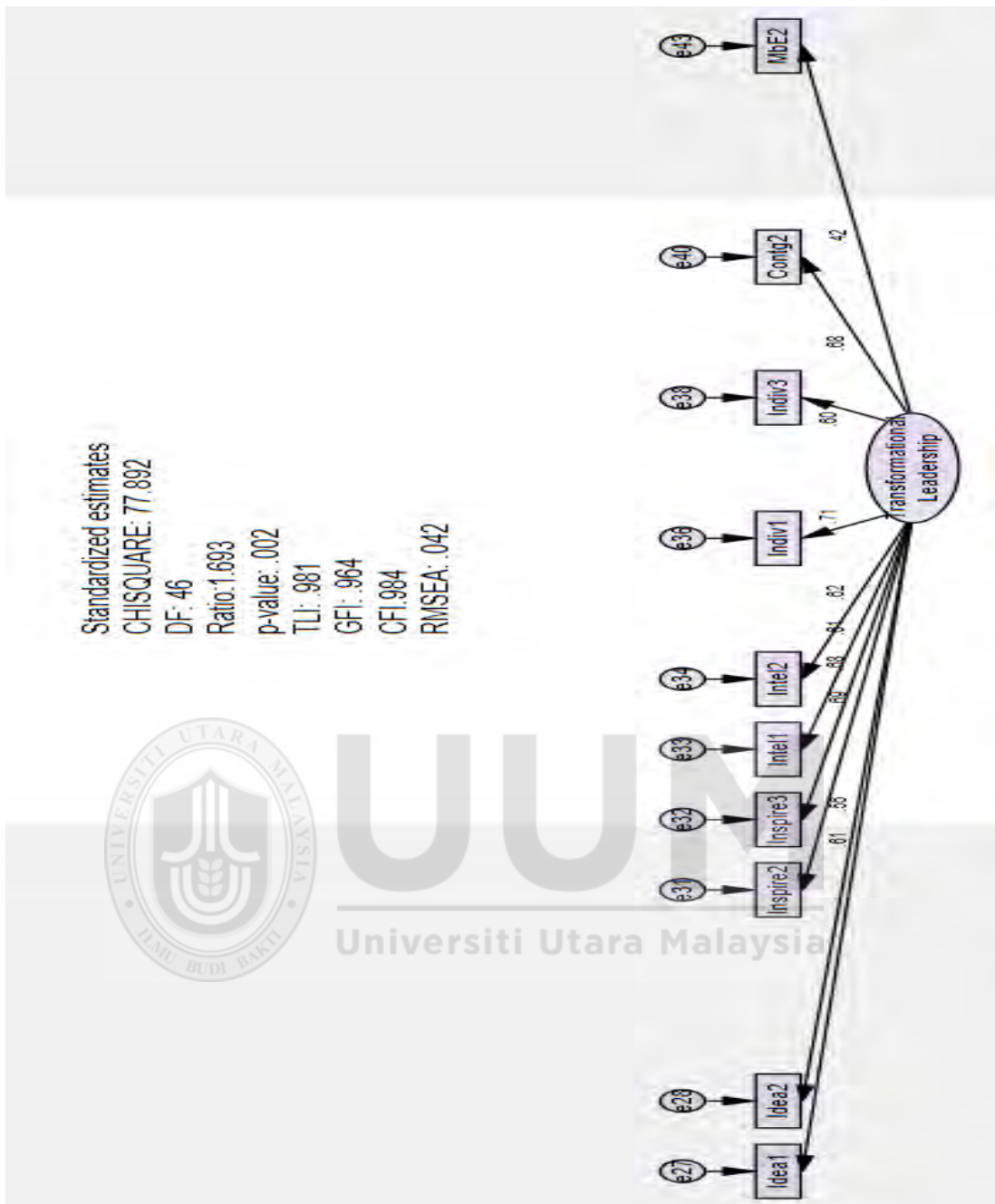
Figure 4.6b *Transformational Leadership CFA (Before Modification)*

4.6.6 CFA of Organizational Culture

Confirmatory factory analysis also performed on another independent variable, i.e. organizational culture. Table 4.22 showed that factor loading of the items of organizational culture ranged from 0.319 to 0.722, all items outperformed the satisfactory threshold level of 0.3 as stated by Tabachnick and Fidell (2013). The

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researcher decided to perform covariance assessment and also to remove some items which had high covariances. Once those items were removed, a new set of factor loadings were obtained and they ranged from 0.462 to 0.696. In conclusion, according to the assessment all the items met the construct validity criteria. The residual number of items of each observable variable were shown as below.

Table 4.22
Factor Loading of Organizational Culture Factor (CFA)

Construct	Code	Factor Loading Before (Modified)	After (Modified)
Competitive Factor	Compe1	0.541	
	Compe2	0.535	
	Compe3	0.319	
	Compe4	0.436	0.436
Social responsibility	Social1	0.610	
	Social2	0.595	
	Social3	0.616	0.616
	Social4	0.621	
Supportiveness	Suppt1	0.679	0.679
	Suppt2	0.502	
	Suppt3	0.536	0.536
	Suppt4	0.642	
Innovation	Innova1	0.720	
	Innova2	0.696	0.696
	Innova3	0.477	
	Innova4	0.602	0.602
Emphasis on reward	Rewar1	0.722	
	Rewar2	0.689	0.689
	Rewar3	0.534	
	Rewar4	0.581	0.581
Performance Orientation	Perfm1	0.562	
	Perfm2	0.646	
	Perfm3	0.611	0.611
	Perfm4	0.604	
Stability	Stabl1	0.648	
	Stabl2	0.560	
	Stabl3	0.529	
	Stabl4	0.462	0.462

Similarly, the researcher also investigated on the goodness-of-fit for organizational culture as an independent variable; results were displayed under Table 4.23. Two tests

were performed, one was before modification and one was after, the modified model

showed a significant chi-square of 4.410 as reflected in Figure 4.7a. The other indices

under the modified model were indeed aligned with Chi-square to achieve goodness-

of-fit (i.e. GFI = 0.963, RMSEA = 0.045, AGFI = 0.946, CFI = 0.980, TLI = 0.976 and

P- value = 0.001), all of which had exceeded the set threshold and is considered good.

It can be concluded that the model achieved a good fit for the data (Hair et al., 2010).

Table 4.23
Goodness-of-fit of Organizational Culture

| Measures	Fit Indices Before	After	Threshold Values	Source
Absolute Fit				
Chi Square Statistics (CMIN/DF)	4.410	1.772	<5	Ullman (1996)
Incremental Fit				
Goodness of Fit (GFI)	0.748	0.963	>0.9	Hair et al. (2010)
Adjusted Goodness-of-Fit (AGFI)	0.711	0.946	>0.9	Chau & Hu (2001)
Composite Fit Index (CFI)	0.785	0.980	>0.9	Hair et al. (2010)
Tucker-Lewis Index (TLI)	0.769	0.976	>0.9	Hair et al (2010)
Parsimony Fit				
Root Mean Square Error of Approximation (RMSEA)	0.094	0.045	<0.08	Byrne (2001)
P – value	0.000	0.001	<0.05	Ronald Fisher (1925)
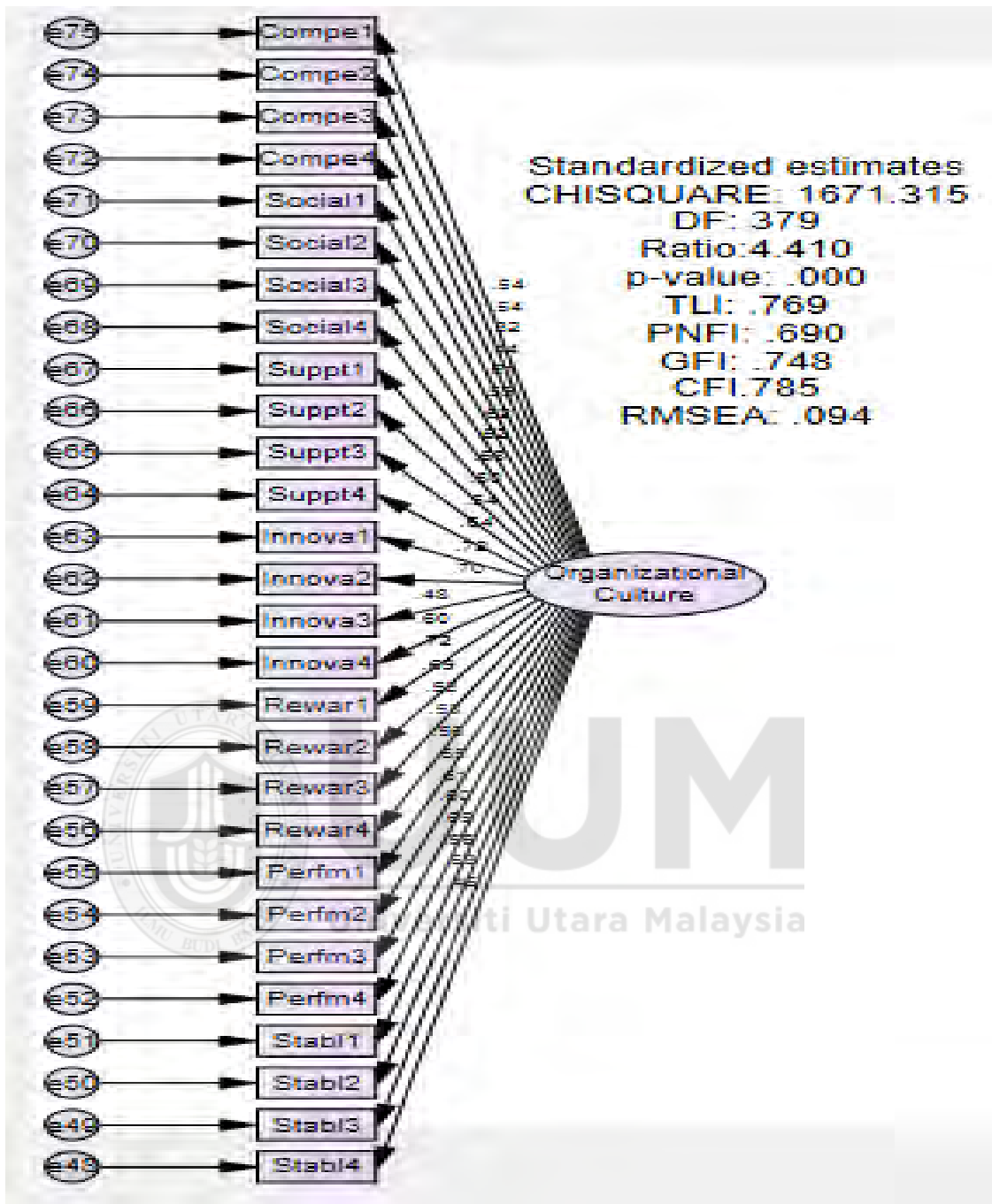
Figure 4.7a Organizational Culture (before modification)

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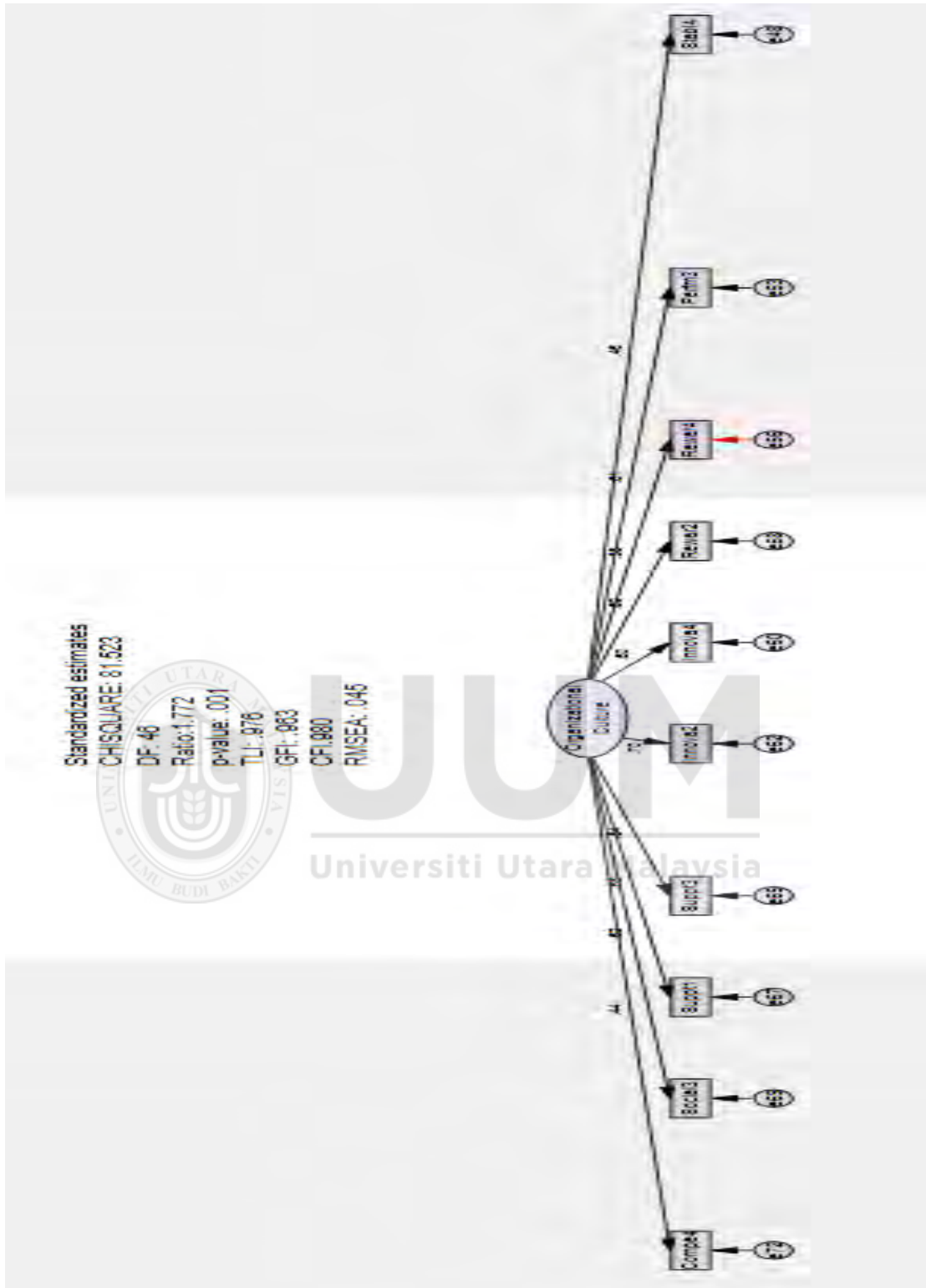
Figure 4.7b Organizational Culture (after modification)

4.7 Hypothesis Model

The Hypothesis model in this study comprises six (6) direct hypothesis; H1a transformational leadership and turnover intention, H1b transformational leadership and organizational commitment, H1c transformational leadership predicts turnover intention, H1d organizational culture and organizational commitment, H1e organizational culture and turnover intention, H1f organizational culture predicts turnover intention. The original intention of the hypothesis model is to explore whether the relationship between research variables fits the data according to the absolute, incremental, and parsimonious model fit measure, which enable researcher to assess the goodness of fit indices (NFI ration, IFIF, TLI, CFI and GFI). Those points will be tested if the research variables fit the data.

Furthermore, the p-value indicator, which points out the ability or the inability to generalize the study, found the hypothesis model to be at 0.000, which according to Hair et al. (2010), the results cannot be generalized. According to Table 4.24a, the results of the hypothesis model did not indicate the p-value achieved the model fit index ratios of NFI, IFI, TLI, CFI, SGFI and GFI. None had achieved fit data except for Chi Square Statistics (CMIN/DF) which is at 2.29 and Root Mean Square Error of Approximation (RMSEA) is at 0.058 which was smaller than 0.08 (Byrne, 2001). Hair et al. (2006) suggested Modification Indices (MI)/covariance in the output of AMOS amounted to an overall χ^2 value that would allow freeing any single one path which is not estimated at the moment. In other words, by looking through the modification indices for error terms, the study found that the value for the covariance between some error terms is high, naturally this would not be recommended to be added in this relationship. In other words, when MI showed a high level of covariance among items, it is not indicated in the model variables and the loading was low, which were subjected

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to deletion so that model fit can be improved (Hair et al., 2006). Therefore, the following action is to enhance the fit indices by performing MI deletions.

4.8 Generated Model for Overall Measurement

Hair et al., (2010) suggested that in order to produce a generated model, indices need to be modified so that good fit for the data can be attained. In other words, certain items need to be removed due to high inaccuracy, and this process will continue until the indices of the goodness of fit achieves the satisfactory standard for the structural model. The objective of this study is to test the effect of transformational leadership and organizational culture, mediated by organization commitment on overall turnover intention and its items. Therefore, it is appropriate to verify the fitness of the overall measurements model together with the individual models with data, the various goodness-of-fit indices that were used in the earlier CFA studies, like goodness-of-fit (GFI), root mean square error of approximation (RMSEA), adjusted goodness-of-fit (AGFI), comparative fit index (CFI), normed fit index (NFI), p-value and chi square statistics (CMIN/DF), would again be utilized in this overall measurement study.

Figure 4.8a and Figure 4.8b demonstrated the overall measurement models with all constraints estimated outcomes by performing the test based on confirmatory factor analysis (CFA) before modification and after modification so as to generate the modified indices to obtain the end results. Figure 4.8a was the original model with covariance built among the independent constructs, Figure 4.8b was the model after independent constructs were covariate and certain unfit items were removed. As a result, the measurement model under Table 4.24b showed good model fit with fitness information of GFI = 0.929, RMSEA = 0.026, AGFI = 0.917, CFI = 0.983, TLI = 0.981, p-value = 0.001, CMIN/DF = 1.256.

Table 4.24a

Goodness-of-fit of Generated Model for Overall Measurement (after covariate and before modification)

| Measures	Fit Indices Values	Threshold	Source
Absolute Fit			
Chi Square Statistics (CMIN/DF)	2.290	<5	Ullman (1996)
Incremental Fit			
Goodness of Fit (GFI)	0.676	>0.9	Hair et al. (2010)
Adjusted Goodness-of-Fit (AGFI)	0.659	>0.9	Chau & Hu (2001)
Composite Fit Index (CFI)	0.766	>0.9	Hair et al. (2010)
Tucker-Lewis Index (TLI)	0.760	>0.9	Hair et al (2010)
Parsimony Fit			
Root Mean Square Error of Approximation (RMSEA)	0.058	<0.08	Byrne (2001)
P – value	0.000	<0.05	Ronald Fisher (1925)
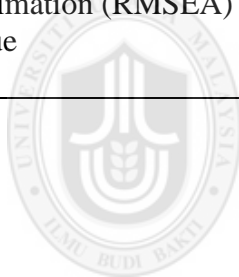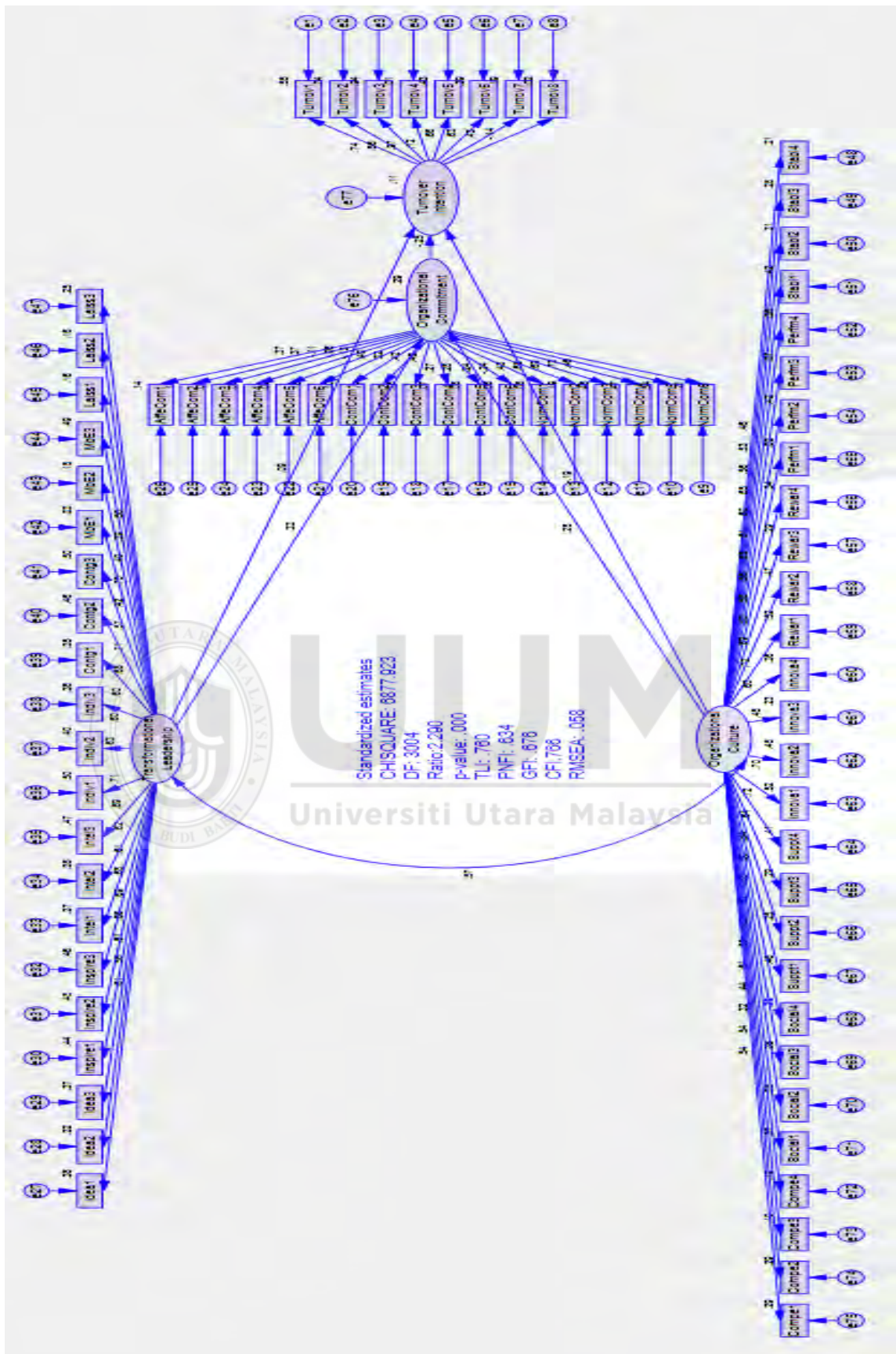
Figure 4.8a *Structural model of overall measurements (after covariate but before modification)*
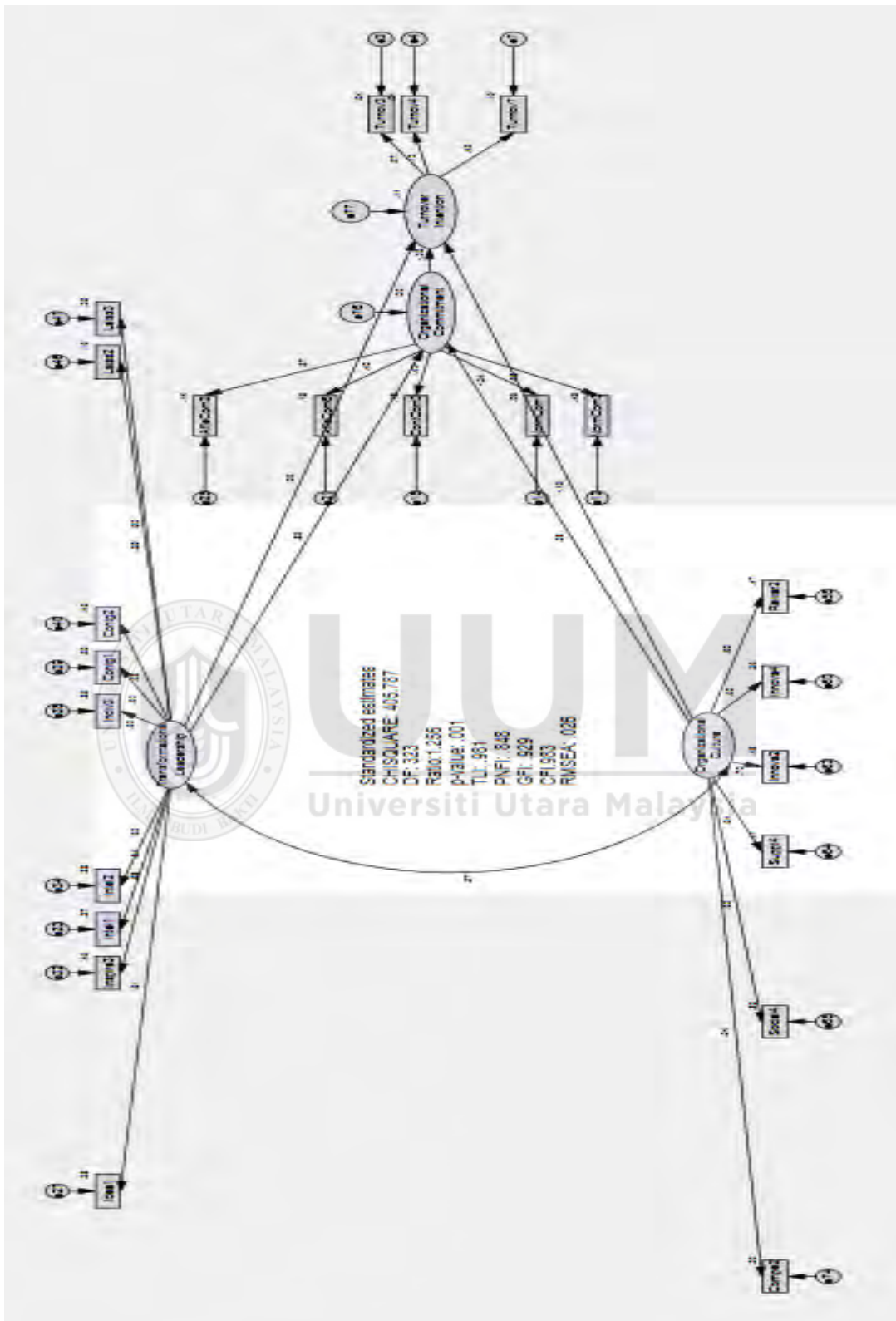
Figure 4.8b *Generated model for the overall measurements (after covariate and modified)*

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Table 4.24b

Goodness-of-fit of Generated Model for Overall Measurement (after covariate and modified)

Measures	Fit Indices	Threshold Values	Source
Absolute Fit			
Chi Square Statistics (CMIN/DF)	1.256	<5	Ullman (1996)
Incremental Fit			
Goodness of Fit (GFI)	0.929	>0.9	Hair et al. (2010)
Adjusted Goodness-of-Fit (AGFI)	0.917	>0.9	Chau & Hu (2001)
Composite Fit Index (CFI)	0.983	>0.9	Hair et al. (2010)
Tucker-Lewis Index (TLI)	0.981	>0.9	Hair et al (2010)
Parsimony Fit			
Root Mean Square Error of Approximation (RMSEA)	0.026	<0.08	Byrne (2001)
P – value	0.001	<0.05	Ronald Fisher (1925)

4.9 Squared Multiple Correlation for Endogenous Variable

According to Albright and Park (2009), they claimed that to ascertain the total of variance proclaimed in dependent variable by independent variables, squared multiple correlation (SMC) is applied due to its designated coefficient determine (R^2). Under AMOS, R^2 (square multiple correlation) designates the percentage of variance that is elucidated by certain set of independent variables impacted to dependent variable (Laudet, Morgen, & White, 2006; H. Kim, 2015). Under Table 4.25, it is shown that the two independent variables (transformational leadership and organizational culture) together explained 29.3% of mediator variable (i.e. organizational commitment), and 11.1% of the endogenous variable (i.e. turnover intention). In total, the sum of all items from the independent variables and the mediator variable elucidated 0.01% to 94% of total variance in turnover intention.

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Table 4.25
Squared Multiple Correlation Results

Constructs & Items	Estimate
Organizational Commitment	.293
Turnover Intention	.111
Compe2	.287
Social4	.385
Suppt4	.412
Innova2	.485
Innova4	.363
Rewar2	.474
Laiss3	.253
Laiss2	.156
Contg2	.463
Contg1	.355
Indiv3	.364
Intel2	.381
Intel1	.374
Inspire3	.464
Idea1	.378
AffeCom2	.139
AffeCom6	.157
ContCom3	.177
NormCom1	.057
NormCom3	.463
Turnov7	.189
Turnov4	.014
Turnov3	.940

4.10 Hypothesis

The attainment of the model fit indices through the above analysis, coupled with the reliability tests revealed that the convergent and discriminant validities assumptions were supported. Therefore, the generated model is regarded to be sufficient to conduct path coefficient that assesses the hypothesized relationship of the model under investigation (Gerbing & Anderson, 1992).

4.10.1 Direct Hypothesis Results and Intercorrelation between constructs

Having performed all measurements over reliability, discriminant, confirmatory factor analysis on the individual factor loading and model fit test, it is appropriate to proceed to perform the hypothesis testing on the correlation, differences and effects on the latent variables. This study aimed to test 25 dimensions having direct hypothesis between independent, mediating and dependent variables. To test the hypothesis, regression tables would be extracted from the structural models. Table 4.26a below displayed the results of direct hypotheses between variables, which were stated at the end of chapter two (2). To recap, the eight (8) hypotheses are as follows:

Hypothesis H1a: There is a significant influence between transformational leadership and turnover intention in retail and services industry of Malaysia.

Hypothesis H1b: There is a significant influence between transformational leadership and organization commitment in retail and services industry of

Malaysia.

Hypothesis H1c: Transformational Leadership significantly predicts turnover intention in retail and services industry of Malaysia.

Hypothesis H1d: There is a significant influence between organizational culture and organizational commitment in retail and services industry of Malaysia.

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Hypothesis H1e: There is a significant influence between organizational culture

and turnover intention in retail and services industry of Malaysia.

Hypothesis H1f: Organizational culture significantly predicts turnover intention in

retail and services industry of Malaysia.

Hypothesis H2a: There is a mediating effect of organizational commitment on the

relationship between transformational leadership and turnover intention in retail

and services industry of Malaysia.

HypothesisH2b: There is a mediating effect of organizational commitment on the

relationship between organizational culture and turnover intention in retail and

services industry of Malaysia.

Table 4.26a
Direct Hypotheses Testing Result

Endogenous		Exogenous	Esti-mate	S.E.	C.R.	P
Organizational Commitment	<--	Transformational Leadership	.284	.045	6.333	***
Organizational Commitment	<--	Organizational Culture	.354	.065	5.432	***
Turnover Intention	<--	Organizational Commitment	-.431	.099	-4.339	***
Turnover Intention	<--	Transformational Leadership	.130	.092	1.416	.157
Turnover Intention	<--	Organizational Culture	-.424	.132	-3.200	.001

The results displayed in Table 4.26a suggested that transformational leadership has a

significant influence to organizational commitment ($\beta = 0.284$, CR = 6.333 and p <

0.05). Hence, H1b was supported. However, the impact of transformational leadership

to turnover intention was insignificant ($\beta = 0.130$, CR = 1.416 and p > 0.05). Therefore,

H1a was not supported. Since transformational leadership has opposite effect to

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turnover intention, as reflected in the low β = 0.1300, CR = 1.416 yet tugged with high P value, as a result H1c may not be supported.

As for organizational culture especially the clan/collaborate type of organizational culture, it has a significant influence to organizational commitment (β = 0.354, CR = 5.432 and p < 0.05); hence, H1d was supported. In addition, the effect of organizational culture to turnover intention showed significant results, i.e. β = -0.424, CR = -3.200 and p < 0.05; therefore, H1e was supported. Similar to the earlier construct (transformational leadership), organizational culture also has a negative effect on turnover intention, as reflected in the low β = -0.424, CR = -3.200 and it also has a significant P value, in other words, H1f was supported. Under clan/collaborate organizational culture, it greatly resembles to characteristics of individual consideration of transformational leadership and affective commitment of organizational commitment; of which, under the clan/collaborate type of organizational culture, it produced relatively high in both pattern matrix and square multiple correlation with greater than 0.5 and above in culture of support and stability.

The results of intercorrelation were shown in Table 4.26b. Overall, all constructs produced a significant p value of < .01 level and they were also negatively related to turnover intention. The first construct, organizational culture showed correlations with other constructs at various levels, i.e. organizational culture related significantly to transformational leadership with r = .569 and organizational commitment with r = .469, besides, organizational culture was also negatively related to turnover intention with r = -.260. The second construct, transformational leadership moderately related to organizational commitment with r = .489, and negatively related to turnover intention

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with r = -.144. The third construct, organizational commitment also showed a negative

relation to turnover intention with r = -.295; of which they were rightfully negatively

related when all these three (3) constructs appeared as the antecedents to turnover

intention, the increase or decrease of these will drive turnover intention in the opposite

direction.

Table 4.26b
Correlation between Constructs

		Organizational Culture	Transformational Leadership	Organizational Commitment	Turnover Intention
Organizational Culture	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	389			
Transformational Leadership	Pearson Correlation	.569**	1		
	Sig. (2-tailed)	.000			
	N	389	389		
Organizational Commitment	Pearson Correlation	.469**	.489**	1	
	Sig. (2-tailed)	.000	.000		
	N	389	389	389	
Turnover Intention	Pearson Correlation	-.260**	-.144**	-.295**	1
	Sig. (2-tailed)	.000	.004	.000	
	N	389	389	389	389

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

4.10.2 Mediating Effect Analysis on the Generated Model

The study aimed to assess the mediating effect of organizational commitment between

the independent variables (transformational leadership and organizational culture) and

dependent variable (turnover intention).

Preacher and Hayes (2008) suggested bootstrapping procedure to ascertain the

significant pathways in existence between independent variables (transformational

leadership and organizational culture) and dependent variable (turnover intention) through organizational commitment as their mediator. The study ran the cases extracted 1000 times then calculated the direct and indirect impact to the generated model, and the bias-corrected confidence intervals were set at 95% level of confidence. According to them, bootstrapping is a formidable technique that is utilized to assess the parameters of a model and their standard errors obtained from the cases (Preacher and Hayes, 2008).

Baron and Social (1986), and Shrout and Bolger (2002) also claimed that bootstrapping is a formidable procedure to assess indirect effects and to calculate the higher accurate confidence intervals (CI) for indirect effects (x->m->y) as compared to some normal procedure like Sobel test, due to the fact that their distributions skewed away from zero. Preacher and Hayes (2008) further attested that bootstrapping does not require the normality assumption for sample distribution. According to Hayes (2009), bootstrapping is recognized as one of the most valid and astounding procedure for assessing the impact of intermediate variable.

In view of the above deliverables, in order to explore the mediating effect of organizational commitment, direct and indirect assessment of the generated model have to be computed (Preacher & Hayes, 2008). According to Zainudin (2012), if the value of lower level and upper level does not have zero in between, then mediation is obtained; coupled with the two-tailed-significance is less than 0.05. Zainudin (2012) further elaborated that if the indirect effect is less than 0.05 and the direct effect is greater than 0.05, then full mediation is achieved. However, when both direct and

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indirect effects are less than 0.05, then a total effect needs to be studied. If total effect is less than 0.05, partial mediation has been achieved.

According to Baron and Kenny (1986), and Hair et al. (2010), mediating effect occurs when three variables are present, i.e. independent variable, mediator variable and dependent variable, and indirect effects occur when at least one intervening variable is involved. They further suggested that when indirect effect is higher than the direct effect and all paths have significant p-value, then a full mediator is achieved; however, when indirect effect is less than the direct effect, then mediation had not been achieved. In other words, when the relationship between independent variable and dependent variable remained significantly unchanged, even when a mediator was included in the model as additional predictor, then mediation was not supported. However, when the relationship between independent variable and dependent variable was reduced yet remained significant, then partial mediation was supported. Lastly, if the relationship between independent variable and dependent variable was reduced and it comes to a point that it had become statistically insignificant after mediator was included, then full mediation was supported.

4.10.2.1 Mediating Effect of Organizational Commitment on Relationship between Transformation Leadership and Turnover Intention

Table 4.27a & Table 4.27b exhibited the bootstrapping and the three effects (direct, indirect and total) of validating the relationship between transformational leadership and turnover intention mediated by organizational commitment. According to the standard regression weight (Table 4.27a) and the standardized effects (Table 4.27b), the total effect of transformational leadership over organizational commitment has a significant p-value or two tailed significance of 0.003 with 95% confidence interval

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(CI). The lower bound value was 0.219 and the upper bound value was 0.429 coupled

with ß or total effect valued at 0.329.   However, the p-value of the standard regression

weight for transformational leadership over turnover intention has a non-significant

value of 0.165 with lower bound valued at -0.039 and upper bound valued at 0.212,

which had a zero value in between.   Therefore, the result is considered as partial

mediation, in other words, Hypothesis H2a was only partially supported.

Table 4.27a
Standardized Total Effects of Transformational Leadership and Organizational Culture on Turnover Intention (Mediator: Organizational Commitment)

Standardized Total Effects Constructs	Estimate				Result of Mediation
	ß	Lower	Upper	P	
Organizational Transformational Commitment Leadership	.329	.219	.429	.003	Yes
Organizational Organizational Commitment Culture	.282	.185	.388	.001	Yes
Turnover Organizational Intention Commitment	-.247	-.364	-.140	.002	Yes
Turnover Transformational Intention Leadership	.087	-.039	.212	.165	Partial
Turnover Organizational Intention Culture	-.193	-.324	-.071	.002	Yes

Table 4.27b
Direct & Indirect Effects of Transformational Leadership and Organizational Culture on Turnover Intention (Mediator: Organizational Commitment)

H	Independent Variable	Dependent Variable	Lower Bound	Upper Bound	Total Effect	Result of Mediation
H2a	Transformational Leadership	Turnover Intention	-0.039	0.212	0.005	Partial Mediation
H2b	Organizational Culture	Turnover Intention	-0.324	-0.071	-0.263	Full Mediation

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4.10.2.2 Mediating Effect of Organizational Commitment on Relationship between Organizational Culture and Turnover Intention

Similarly, Tables 4.27a & b illustrated the bootstrapping and the total effect in validating the relationship between organizational culture and turnover intention, and the results confirmed that organizational commitment projected a full mediation effect over both of the constructs. While reviewing the standard regression weight (Table 4.27a) and the standardized effects (Table 4.27b), the total effect of organizational culture over organizational commitment has a significant p-value or two tailed significance of 0.001 with 95% confidence interval (CI). The lower bound value was 0.185 and the upper bound value was 0.388 together with ß or total effect valued at 0.282. In addition, the p-value of the standard regression weight for organizational culture over turnover intention has a significant value of 0.002 with lower bound valued at -0.324 and upper bound valued at -0.071, which had no zero value in between. Therefore, the result is considered to have full mediation effect and Hypothesis H2b is supported.

The study was able to show a complete validation of this study to the effect of organizational commitment between all independent variables (i.e. transformational leadership and organizational culture) and turnover intention. Through bootstrapping and standardizing of total effect, the study discovered that there was a significant relationship between organizational culture and turnover intention, and organizational commitment has full mediating effect to both of the constructs, but only a partial mediating effect to transformational leadership and turnover intention.

4.10.3 Testing for Mediating Effect

The last generated model (GM) provides the indirect effect assessment that indicates whether mediating effect is supported. This study contains two mediating hypotheses and two new hypotheses mediating as showed in Figure 4.9a and Figure 4.9b.

The below two figures, i.e. Figure 4.9a and Figure 4.9b, showed all the hypotheses of mediating effects from Hypothesis H2a and H2b, which displayed the mediating effect of organizational commitment on the relationship between transformational leadership and turnover intention, and the mediating effect of organizational commitment on the relationship between organizational culture and turnover intention. Through the comparison of direct and indirect effects of this relationship, i.e. before and after connecting paths with the dependent variable, the turnover intention, is displayed at the tables below:

i)   Under Figure 4.9a, the relationship between transformational leadership (TL) and turnover intention (TI) was reduced to 0.087 and p-value was insignificant at 0.165 when organizational commitment was included. The total effect was 0.005 versus 0.087. In other words, there was substantial statistical evidence that full mediation is supported.
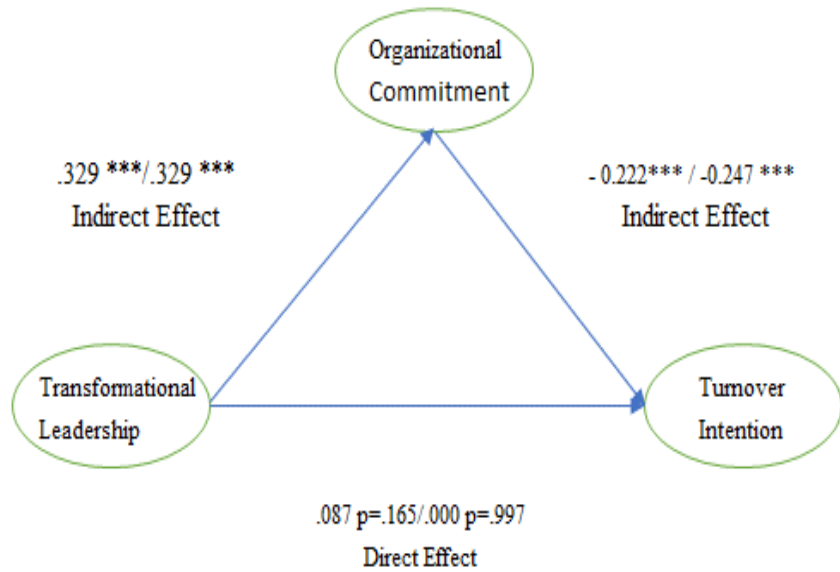
Figure 4.9a *Testing for Mediating Effect*

ii)   Under Figure 4.9b, the relationship between organizational culture (OC) and turnover intention reduced to -0.193 but yet remained significant when organizational commitment (OCom) was included in the model. The total effect was -0.263 versus -0.193. Therefore, hypothesis H2b was supported as full mediation.

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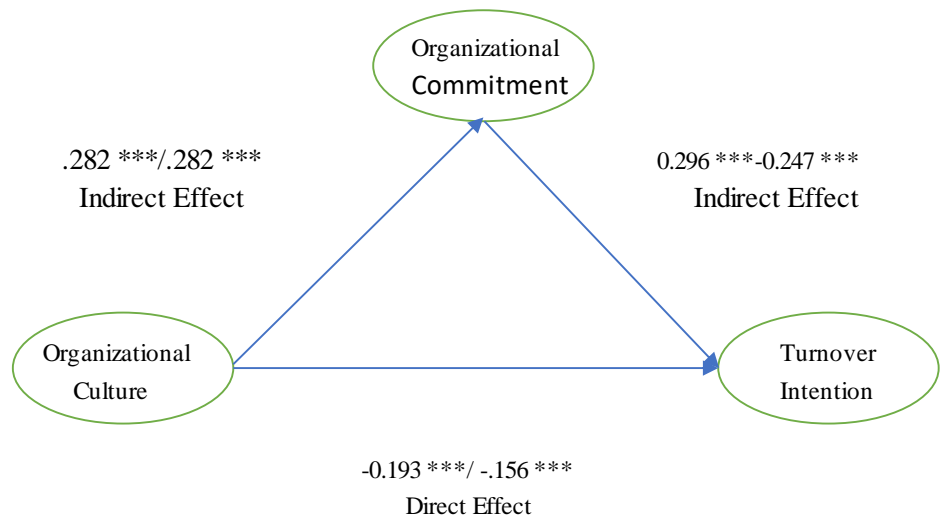
Figure 4.9b *Testing for Mediating Effect*

4.11 Summary

Chapter 4 discussed the results of this study. It has attained a good response rate of 96% from the participating companies in MRCA. Reliability study was conducted to test the internal consistency between items with Cronbach's alpha ranged between 0.826 and 0.836, and discriminant validity study was performed to ensure constructs discriminated from each with AVE ranged between 0.679 to 0.916 and CR of mostly 0.95. Thereafter, confirmatory factor analysis was conducted to confirm the factor loadings for each individual construct and their dimension in the structural model. The study also conducted the goodness-of-fit for non-modified and modified generated model for the overall measurement, based on the analysis of modification indices through covariance method. Finally, mediating effect analysis was conducted through bootstrapping procedure to confirm the significant pathways existence between independent variables (transformational leadership and organizational culture) and dependent variable (turnover intention) through organizational commitment as their mediator. Chapter 5 shall further discuss the above results in greater details.

CHAPTER FIVE
CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter summarizes the findings depicted in chapter four (4). It elucidates and examines the results of this study in relation to the hypotheses of this study. Furthermore, the study will also discuss about the finding's implications, its limitations and also the future research directions and recommendation shall be provided. In other words, this study shall propose some recommendations on how to assist the Malaysia's retail and services industry in achieving its competitive edge, by recognizing the turnover intention of the front-liners and to avert turnover before it arises, as well as to improve the overall cost, productivity and the leadership capability of the management.

5.2 Recap of Research Findings

This study delivers empirical evidence from literature research, field research through survey in gathering quantitative data, together with action research by performing three (3) real life interviews with leadership, managers and front-liners pursuing questions on employees' turnover intention, organizational commitment, transformational leadership and organizational culture in retail and services industry of Malaysia. The following sections discuss the findings about the link between transformation leadership, organizational culture and turnover intention mediated by organizational commitment. The potential of theoretical and practical impact to the retail and services industry will also be deliberated. Out of eight (8) hypotheses being identified, seven (7) were accepted and one (1) was partially mediated. The following sections discourse on study's findings and on how they can help the Malaysia's retail and services industry

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to raise the level of awareness of turnover intention on impacting performance in the industry.

5.2.1 Level of Independent variables to Dependent variable

The study ascertained the level of independent variables to dependent variable using Pearson Correlation test under Table 4.6b and the mean score interpretation under Table 4.6a. Two of the independent variables and a mediator mean were at medium high level except for the dependent variable at medium low level, which was slightly opposed to the hypothesis drawn. The medium high mean from both the independent variables and mediator variable truly reflected the hypothesis of the study. However, the lower mean level of dependent variable could possibly be due to the two negative items/questionnaires in turnover intention which were misunderstood by the respondents. As a result, the finding of it was skewed toward lower medium mean level. The lesson learned, i.e. moving forward any negative questionnaire should be paraphrased into a positive question whenever the survey is to be conducted with respondents who are of the lower education category, so as to avoid misinterpretation of the intent of the question; even though the items in this study were recoded before the statistics were run.

5.2.2 Correlation between constructs

This section was meant to discuss the correlational aspect of constructs, which was in line to the research Objective Two to establish the association of constructs. Field (2009) stated that correlation analysis is meant for relationship study, that is to inspect the nature, direction and significance of bivariate relationships of variables in this study.

Babin, Darden, and Griffin (1994) also suggested that correlations between variables are also able to validate nomological validity of the model structure.

Therefore, this research endeavored to test the correlation between transformational leadership, organizational culture, organizational commitment and turnover intention under Table 4.26a, the direct hypothesis test and Table 4.26b, the correlation between constructs analysis.

The results of convergent validity under Table 4.11 showed the measurement items have high correlations with each other, as the average variance extracted (AVE) exceeded beyond 0.6 acceptable level, moreover, the composite reliability values also well exceeded the 0.8 acceptable standard according to Hair et al. (2006). Besides that, both the direct hypothesis test (Table 4.26a) and intercorrelation Pearson (Table 4.26b) correlation analysis between constructs exhibited significant relationship among the constructs like transformational leadership, organizational culture, and organizational commitment coupled with negative correlation to turnover intention.

5.2.3 The Influence of Independent variables on Turnover Intention

This study assessed the influence of independent variables (transformational leadership and organizational culture) on turnover intention. The discourse in this section was to facilitate in achieving three objectives of the study, which was to explore the correlation of transformational leadership, organizational culture, organizational commitment and turnover intention, the predictive level of the independent to dependent variables, and lastly the mediating effect of organization commitment on the relationship between transformational leadership, organizational culture and turnover intention. The results are discussed in the following sections.

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5.2.3.1 Transformational Leadership and Turnover Intention

Turnover intention has always been a persistent concern to the leadership, as the intention will cause degradation of cost, reduction in performance and vitiating of organizational culture and commitment (Lutgen-Sandvik & Hood, 2016). In view of the solemnity of the problem, the study is determined to explore the influence of transformational leadership on turnover intention. However, the results from the earlier direct hypothesis analysis on transformational leadership to turnover intention turns out to be insignificant (under Table 4.26a the direct hypothesis' p-value was 0.157), which was contradictory to the general expectation; yet they were opposed to each other, which supported the general belief. The results coincide with Chang and Lee (2007) and Northouse (2017) opposition to transformational leadership theory, especially on the MLQ framework, of which Northouse claimed that components within the framework were not differentiated enough, and Lee claimed that inspirational rather than transformational leadership is a better theoretical concept. Moreover, it also echoed Attridge's (2009) finding that leadership has no direct correlation to turnover intention. Indeed, this study showed that laisser-faire and management-by-exception have low factor loading to transformational leadership and also extremely low loading factor to turnover intention. However, it showed an opposite impact to turnover intention relationship which is consistent to majority of research findings (Kara et al., 2013). In other words, the non-significance of direct hypothesis between transformational leadership and turnover intention in this study is partly due to the low factor loading of laisser-faire and management-by-exception dimensions to transformational leadership. Should these two dimensions be excluded, the other dimensions did produce high factor loading to the construct, and in fact they are the original four key factors of transformational leadership, and has low β (0.130) between

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transformational leadership and turnover intention. Nonetheless, Table 4.26b revealed that there was intercorrelation between constructs and they had significant relationship with one another. The result showed that Pearson's correlation between transformational leadership and turnover intention was in fact negatively correlated but significant, which was very consistent to the empirical evidence that transformational leadership does have opposite influence to turnover intention (Gul, Ahmad, Rehman, Shabir & Razzaq, 2012; Tso-Jen Chen, 2017).

In the context of retail and services industry of Malaysia, it is good to encourage leadership in the industry to display the four components of transformational leadership, i.e. idealized influence, inspirational leadership, intellectual stimulant and individual care and support (not to include laisser-faire and management-by-exception components as in full leadership model) will increase the employees' sense of ownership, purpose, shared goals and value within the organization, which eventually may lead to improvement in turnover intention reduction (Rafferty & Griffin, 2004). During the final part of the study, the researcher had a series of consultation sessions with the six respondent companies' managing owners/partners and also their senior managers. Questions were posted on how those research findings could assist their companies in achieving sustainable high-performance status after realizing that transformational leadership did substantially influence organizational performance like productivity, employees' morale, attitude and organizational behavior (like intention to quit or non-engagement), as indicated in Table 4.26b that transformational leadership has significant relationship with all other variables like organizational culture and organizational commitment, but negatively correlated to turnover intention. One of the advices was that the firms need the determination to improve in its current organizational system and structure like human resources (HR) development and

recruitment, so that there is proper selection of leaders and/or management team, instilling proper expectation and training of organizational values and the formation of organizational culture. In other words, all these need to take place before it can ever leapfrog to another level of sustainable performance. As a matter of fact, the above two (selection of leaders and formation of culture) need to take precedence before the company decides to embark on its strategies and goals. At the same time, the result of this study ply-opens the possibility for future studies to verify the relationship between transformational leadership and turnover intention, especially in other Malaysia and Asia industries.

5.2.3.2 Organizational Culture and Turnover Intention

This research disclosed that clan/collaborate type of organizational culture had a significant influence on turnover intention as direct hypothesis supported the finding, and the factor loading and goodness-of-fit were all considered moderate; with standardized total effect of lower and upper bounds within the same range and direct hypotheses ß value, also at the same range as showed in Table 4.26a. Besides, under Table 4.26b the correlation between organizational culture and turnover intention had a significant relation but negative Pearson correlation between the two. The results indeed aligned to the research conducted by San Park and Hyun Kim (2009) at one of the public hospitals in Korea among nurses, and the results showed that organizational culture indeed had a direct influence over turnover intention. Messner (2013) further testified that organizational culture not only influenced the turnover intention of the employees, it has the impending impact to personal and organizational success. The significant positive results from the above implies that collaborate organizational culture indeed has a significant influence to employee turnover intention, of which in

the earlier literature review showed that organizational culture not only impacted employees' turnover intention, it also built trust with the leadership and cohesiveness in terms of teamwork, as a result, it reduced absenteeism, improved overall productivity, communication and creativity among the workers (Carmeli, 2005). According to Shee and Aldhuwaihi's (2015) study with 258 bank employees in Saudi Arabia based on Cameron, Freeman, and Mishra (1991) Competing Values Framework (CVF), they found that organizational commitment is influenced relatively by clan and adhocracy organizational culture, and organizational commitment indeed mediated the organizational culture and turnover intention of organization.

Ungar, Clark, Kwong, Makhnach, and Cameron's (2006) study showed that clan/collaborate organizational culture is understood to be able to lead organizational achievement due to its intentional selecting, developing and retaining their employees, which was further attested by Goodman, Zammuto, and Gifford (2001) that clan/collaborate culture displayed a negative relation with turnover intentions. In addition, Quinn (1991) and Hartnell (2011) claimed that clan/collaborate organizational culture showed to be positively correlated with work and service quality, organizational commitment, job involvement, employee empowerment, job satisfaction, etc.

In terms of practical implication and/or application for retail and services industry in Malaysia, Aarons and Sawitzky (2006) further suggested that the leadership in the organizations should start to cultivate a positive or clan/collaborate type of organizational culture which will lead to development of greater commitment among the employees and consequently they are less likely to quit.

In other words, the above findings suggested that a vibrant organizational culture which carries the unique organizational values towards the external and internal stakeholders will produce significant outcome (Trice & Beyer, 1993; Tichy & Cohen, 1997); however, they further suggested that transformational leadership and organizational culture would need to work hand-in-hand with one another in order to achieve excellence. According to Schein (1990b), they (transformational leadership and organizational culture) have mutually affected one another and they are two sides of the same coin. In the context of retail and services industry in Malaysia, the importance of cultivating good organizational culture characters not only needs to be imparted to the organization, the leadership also need to take the initiative to develop the four major components of transformation leadership so as to achieve competitive edge within the industry.

Similarly, during the consultative sessions with the six respondent companies' leadership, questions were posted to the researcher on how this study can help them or the industry to nurture a supportive organizational culture with elements of individual care and concern to their people in the organization, especially to the front-line employees. At present, there was a consistent perception by the front-liners in their stores that their management slacked in providing employee support, and they felt that their company substantially lagged behind in its innovation and leadership development as compared to other industries. In other words, the findings were attested to the earlier analysis of the weaknesses in individual care and motivation of the transformational leadership in the industry, as the front-liners perceived that their management did not seem to provide enough support and care. Again, as mentioned in the earlier section, transformational leadership influences selection and recruitment of people (leaders) and also the development of organizational culture, both are equally important and they

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mutually affect each other. Therefore, it is imperative that the retail and services industry need to seriously look into overhauling the current leadership model and start to cultivate transformational leadership style in organizational development with well corresponding supportive clan type of organizational culture so as to ensure its continuous success into the future.

5.2.4 Mediating Effect of Organizational Commitment

This section of study was meant to test the mediating relationship which meant to fulfill research objective three. The study started by assuming organizational commitment as its mediator for the research framework. Therefore, it is appropriate to examine the mediating effect of organizational commitment on the relationship between transformational leadership, organizational culture and turnover intention in retail and services industry of Malaysia. The findings of mediating effect was based on bootstrapping technique as proposed by Preacher and Hayes (2008) which showed that organizational commitment performed the key role between transformation leadership, organizational culture and turnover intention. The details of research results will further be elaborated under the followings sections.

5.2.4.1 Mediating Effect of Organizational Commitment on the Relationship between Transformational Leadership and Turnover Intention

The results of this research reveal that organizational commitment mediates the relationship between transformational leadership and turnover intention as total effect between transformational leadership and organizational commitment was significant, whereas total effect between transformational leadership and turnover intention was not so significant (as indicated in Table 4.27a&b and Figure 4.9a). This translated that organizational commitment can augment the effect of transformational leadership on

turnover intention in the aspect of retail and services industry. Partial mediation did elucidate the strength of organizational commitment by illuminating the way through which transformational leadership influences turnover intention.

The above findings indeed were in line with Wells and Welty Peachey's (2011) study, they claimed that there was sufficient evidence to show that organizational commitment did mediate the relationship between leadership behavior and organizational culture on turnover intention. In addition, a recent study conducted by Gul, Ahmad, Rehman, Shabir, and Razzaq (2012b) on insurance companies in Pakistan, provided convincing evidence that organizational commitment did play a critical role as mediator to the relationship between leadership and turnover intention. This outcome underlined the significance of transformational leadership in developing a strong case on turnover intention among the employees through organizational commitment. At the same time, contribution is given to the body of knowledge by increasing the understanding of the role that organizational commitment plays in association between manifestation of transformational leadership and turnover intention of the employees.

According to the survey findings, the front-liners at retail and services industry were not so committed (about 50% of the respondents said that they were committed) to their companies despite the fact that their job provided them certain sense of security. In other words, the management needs to create more boundary spanners (Gittell, 2005) or relationship managers (with propensity towards transformational leadership style) and assigns these front-line leaders to engage with the front-line people so that they may be able to draw them into organizational community, to engage, involve and develop the sense of emotional and obligatory commitment to the company. As mentioned earlier, the management needs to invest in organizational and human-

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resources (HR) systems which will recruit the right type of leadership like transformational leadership and cultivate the right kind of organizational culture like clan/collaborate culture, in which they work hand-in-hand in concerted effort with each other.

5.2.4.2 Mediating Effect of Organizational Commitment on the Relationship between Organizational Culture and Turnover Intention

The current research discovered that organizational commitment has a fully mediated relationship between organizational culture and turnover intention, as the standardized total effects of both organizational culture and organizational commitment, and organizational culture and turnover intention, were all relatively significant with ß value within acceptable range and with p-value and two tailed significance; detail of the findings were presented in Table 4.27a & b and Figure 4.9b, which revealed the standardized total effects and the direct and indirect effects of organizational commitment to the relationship between organizational culture and turnover intention The results showed that organizational commitment provides full mediating effect to organizational culture and turnover intention. This explained that organizational culture influences turnover intention through organizational commitment, especially, when organization culture could influence employees on their intention to stay or quit when they were linked with organizational commitment.

The finding was consistent with Chew and Chan's (2008) work in Thailand, as they claimed that organizational commitment is one of the key predictor of employees' turnover and organizational performance, and they also suggested that organizational commitment is highly related to leadership style and organizational culture. In this study, as indicated in Table 4.27a & b and Figure 4.9b, the p-value of the standard

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regression weight for organizational culture over turnover intention has a significant value and the full mediation effect is also fully supported.

5.3 Contribution of the research

This section elucidates on the contribution of this study on theoretical and practical basis.

5.3.1 Theoretical Contribution

This study has provided latest understandings of theoretical aspects of how the four constructs, transformational leadership, organizational culture, organizational commitment and turnover intention, working together based on the theory of reasoned action (TRA) as its underpinning theory, to form a theoretical framework to explore their impact to the retail and services industry of Malaysia. As cited by Zehir, Ertosun, Zehir, and Müceldili (2011), the past academic studies were more focused on individual construct of the above four variables but not many had studied the combined four in a single model. In other words, this study will close the gap to the past neglect. In addition, this research also helps to narrow the gap of the recent claim by Li, Bhutto, Nasiri, Shaikh, and Samo (2017) that there was limited initiative in the academic realm to introduce transformational leadership's components to commercial world as a way to develop supporting organizational culture by cultivating their creativity and harnessing their competitiveness.

Furthermore, Sam, Tahir, and Bakar (2012) and Hashim, Ahmad, and Zakaria (2012) also claimed that the study of leadership in the context of Small Medium Enterprises (Retail and Service industry is part of this economic category) in Malaysia is

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considerably small. As a result, the researcher chose to conduct a series of hypothetical assessment on this model. Indeed, the findings revealed that transformational leadership has a low β toward turnover intention. Organizational Culture produced the similar result with negative effect to turnover intention with similar negative ß value, which was consistent to the empirical study conducted by Tso-Jen Chen, (2017). Moreover, the testing on mediating effect of organizational commitment on transformational leadership and organizational culture toward turnover intention were significant, and both were partially and full mediated. By conducting the above analysis, this research makes a noteworthy contribution to study the linkage and influence of the four constructs toward each other in one model, with the inclusion of organizational commitment as a model mediator. Therefore, the theoretical contribution would be enlarged not only to the understanding of the influencers to turnover intention in retail and services industry of Malaysia, but also to the literature of theory of reasoned action (TRA).

5.3.2 Practical Contribution

Right at the beginning of this thesis, the researcher stated that the intended contribution of this study was in the area of organizational behavior, i.e. to lead retail and services industry in Malaysia to achieve sustainable competitive edge specifically in turnover intention to reduce employee turnover, to improve performance and to reduce recruitment and retraining cost.

The researcher started by applying two research techniques: qualitative and quantitative research disciplines by conducting three interview sections with different level of personnel like front-liners, Senior Managers and founders/entrepreneurs; coupled with

that, 75 (items) survey questionnaires were distributed to 389 samples in MRCA members' companies. The researcher also uncovered another persistent problem with the retail and services industry, leadership capability limitation, i.e. their lack of educational discipline, their lack of understanding of availability of best practices in management principles and practices; these were attested by Bilal and Al Mqbali (2015) in their research. According to Nair, Salleh, and Nair (2014), the above factors were researched in the Western world for the larger enterprises but have not been carried out in small and medium enterprises (SMEs) in Malaysia.

This study has provided a fresh outlook and potential action into the role of transformational leadership, organizational culture and organizational commitment in effecting turnover intention in retail and services industry of Malaysia. The findings of this study may assist retail and services industry in Malaysia to improve in turnover intention within the MRCA members and beyond. This research also contributes to practitioners' knowledge to understand the impact of transformational leadership in conjunction with organizational culture with the assistance of building good organizational commitment to reduce the development of turnover intention among the employees. Even though turnover cannot be entirely eliminated, the introduction of transformational leadership will enhance trust and induce organizational commitment. The above was further confirmed by Boerner, Dütschke and Wied (2008), Chi and Pan (2012), Dimaculangan and Aguiling (2012). Besides that, the results from the goodness-of-fit, direct hypothesis showed that organizational culture offered significant value to all of them and it also correlated well with another independent variable like transformational leadership. This was testified well by Schneider (1990), according to him organizations that give great attention on cultural development reaps success,

reason being that a focused culture brings forth better financial returns. Moreover, another observation that was made, is that when organizations are able to foster strong culture in effectual manner, organizations will improve in the efficiency and quality of employees' lives (Rose, 2008). Finally, when organizations are capable of cultivating good organizational commitment from their employees, they are unlikely to quit. According to Meyer, Allen and Gellatly (1990), it is a psychological state that pulls individuals together to the organization. Through the above survey findings and various consultation sessions with the managing owners and the management teams, it had been revealed that their organizations (retail and services) are in need to restructure their current organizational system and structure especially in recruitment and development of their people (front-liners and leaders), so as to select good transformational leadership among their people and cultivate caring and supportive organizational culture (clan/collaborate cultural style). This should be done so as to enable employees (especially the front-line people) to develop emotional attachment and commitment to their respective organizations; and the three constructs (transformational leadership, organizational culture and organizational commitment) have to be implemented concurrently and concertedly as one integrated system for their organizations to achieve sustainable high-performance standing.

After carefully examining the demographic data, it is clear that the respondents were relatively young (82% of them were below 35 years of age), low in social economic status due to their lower educational level, female gender (female were generally paid lesser than male (Bichsel, 2017) and lived in rural or small town communities where they grew up. Coupled with that, most of them, i.e. close to 70% worked less than 5 years in those organizations, whose frontline employees just come and go without much

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commitment and affinity to the organizations. As a matter of fact, one can easily deduce that these sample group of frontline employees (respondents) worked in higher turnover environment of retail and services industry due to their lack of career opportunities, lower education and work experience, thus they would constantly look out for jobs that would pay them a little bit higher. With this knowledge in mind, it is even more imminent for the leadership in the retail and services industry of Malaysia to develop a good supportive clan type of organizational culture, create and select the boundary spanner (area) managers who possess the individual consideration quality of transformational leaders to lead these " vulnerable" group of frontline employees. In addition, the leadership should also consider to involve the front-liners' participation in projects like promotion activities and decision making, like decoration of the stores, which will ensure further improvement of affinitive commitment and normative commitment from the front-liners to the companies. Should the leadership of the retail and services companies be able to solidify the implementation of the above practices to retain the front-liners through transformational leadership of care, clan/collaborate type of organizational culture through support and building trust, and enhance the affinity and loyalty of affinitive and normative commitments by soliciting their involvement and participation, turnover intention from this " vulnerable" group will gradually reduce and productivity will steadily improve.

In other words, these are practical implications of this study. First of all, looking at the persistent high turnover intention among the respondents in retail and services industry, this study expectantly leads MRCA towards validating transformational leadership as one of the key constructs to enhance their performance and reduce turnover for their retail front-liners. The objective is to infuse the four (4) dimensions of transformational

leadership, i.e. i) idealized influence, to enable leaders to build trust, respect and passion among the frontline employees through the right principles and values, ii) inspiration motivation, it encourages leaders to motivate and inspire the frontline employees, iii) individual consideration, ensure management to provide support and care to the frontline employees, and lastly iv) intellectual stimulation, management in developing frontline managers to be creative and motivate them to use new methods to solve problems (details analysis and results of transformational leadership were available in Table 4.10 Pattern Matrix, Table 4.11 & Table 4.13 Factor Loading and Figure 4.2b CFA Endogenous Variables Analysis). According to the renown Jim Collins' three parts Culture of Discipline business model (Collins, 2001), i.e. i) discipline people, ii) discipline thought and iii) discipline action, there are great empirical evidences which showed that many successful organizations practiced this business model and achieved sustainable high performance. Incidentally, part one of Collins' business model on disciplined people, i.e. on recruiting leaders with level five leadership characteristics to the organization resembled very much like the four characteristics of the transformational leadership founded by Avolio et al. (2004). Similarly, Gittell, Seidner, and Wimbush's (2010) three parts Relationship model, i.e. i) relational work practices, ii) relational coordination and iii) efficiency outcome, practiced heavily by many highly effective and efficient organizations like Southwest Airline, U.S. hospitals, etc. Under part one of relational work practice, there is selecting and training leadership and team with relationship in mind and they are perceived to be the leaders who are credible and caring towards their people, indeed they resemble very much to the two (idealized influence and individual consideration) of the four characteristics of transformational leadership. In other words, the above two practicing business models already provide ample empirical evidence in validating transformational leadership construct is able to

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influence the performance of people in the organizations thus resulting in reducing the intention of people quitting from the workplace.

Furthermore, retail and services industry/MRCA might also reduce the turnover intention of the front-liners by enhancing and strengthening their organizational culture. By improving the seven (7) key factors adopted in this study as indicated in Table 3.4 instrument used for organizational culture analysis, Sarros, Cooper and Santora (2008) claimed that organizations need to enhance in their organizational culture, i.e. i) competitiveness factor, to be seen by employees that their companies are engaging with the market, ii) social responsibility, management cares for the society that they do business in, iii) supportive management is perceived to provide support to frontline employees at their work and development, iv) innovation, management has to be known by employees that Company always welcome new ways of solving problems, v) rewards, management is perceived to reward people according to their effort and results, vi) performance, employees need to feel and understand that their performance are recognized fairly and lastly vii) stability, management needs to provide employees with the sense of security and stability in their employment. Similarly, under Collins' culture of discipline business model which showed that section two of the discipline of thought, i.e. cited the importance of organization to carry with them their core-values, which eventually develops into a prominent organizational culture for their people. Similarly, under part two of Gittell's relationship business model (Appelbaum, Gittell, & Leana, 2008), about the relationship coordination, employees are encouraged to share same goals, same knowledge with mutual respect and they need to communicate profusely. Empirical results showed that organizations which developed their core values are capable of developing solid guides to "inspire their people to move toward

the direction like a guiding star" (Collins & Porras, 1994). Therefore, MRCA should put more emphasis to cultivate a strong and progressive organizational culture in their organizations, and the researcher would like to recommend MRCA's responding members to start to develop those seven (7) components of organizational culture, especially the clan/collaborate style of culture in this thesis based on the two practical business models, i.e. Culture of Discipline and Relationship Business Model by Jim Collins and Jody Gittell, so that frontline people would be able to align with their organizational values and share the same knowledge and goals so as to enable them to propel to achieve the sustainable high performance capability.

Lastly, the retail and services industry/MRCA may also be able to reduce turnover intention of the front-liners by strengthening their organizational commitment. According to (J.Allen & Meyer, 1996; Meyer & Allen, 1997) studies, of which was further validated by this study, that organizations should cultivate affective commitment among their employees in order to achieve high performance and reduce turnover among the employees. The three factors of organizational commitment introduced by Meyer and Allen (1991) are as follows i) affective commitment, ii) continuance commitment and iii) normative commitment. Among the three, affective commitment developed affinity among their employees, which will eventually develop within them the longing to stay and participate in productive activities. Affective commitment has its resemblance to Judy Gittell's Relational model under Relational Intervention where employees can find psychology safety, support and care. In other words, organizational commitment not only intervenes and influences employees' decision to stay, it also influences employees' willingness to participate in activities to ensure the organization's objectives are met. Therefore, with the understanding of the

resemblance of organizational commitment and Relational business model, it is advisable that retail and services industry adopts the practical model when introducing the commitment construct to the organizations.

Furthermore, in view of the two survey studies conducted for both the back-end and front-end of the retail and services industry by the researcher during the period in 2015 and in 2017, investigation was done on elements which influenced the desired outputs like low turnover, high productivity and quality performance of organization. As mentioned earlier, there were two highly validated prominent business models, the first was the Culture of Discipline model by Jim Collins (Collins, 2001; Caulkins, 2008) under Figure 5.1, and the second was the Relational Model by Jody Hoffer Gittell (Gittell, 2005; Gittell, 2002; Gittell, Seidner, & Wimbush, 2010) under Figure 5.2, where both highly resemble the three constructs of this thesis. As a result, the researcher decided to recommend them to MRCA/retail and services industry as the implementation tools for their industry, since they were heavily validated and practiced among the successful companies. After conducting the rigorous literature review over multiple independent and intervening variables, together with five earlier field studies and literature review, empirical evidence showed that they do have significant influence to the results of the research findings. As a result, the researcher decided to form a model which can effectively induce the desirable outcomes of obtaining sustainable performance within the industry. Thus, the study had decided to assimilate the two (2) highly validated and proven business models across culturally and industrially and formed the third augmented structure, a new practical model/tool called the Fundamental Structure of Sustainable High-Performance (FSSHip) model (Figure 5.3), so that organizations can continuously achieve sustainable high-performance position.

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The figure below introduces the two (2) contemporary business models extracted from the above two (2) renowned researchers together with the researcher's study frameworks, where the combination of the two forms a new model called Fundamental Structure of Sustainable High-Performance Model (FSSHiP), and they are as follows:

Figure 5.1 *Culture of Discipline by Jim Collins*
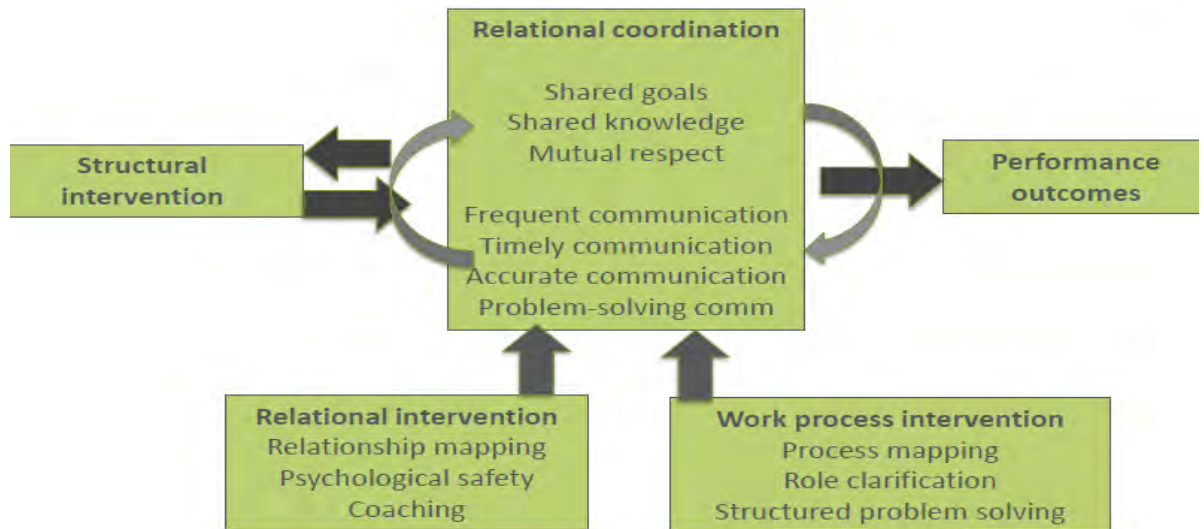
Figure 5.2 *Relational Model by Jody Hoffer Gittell*
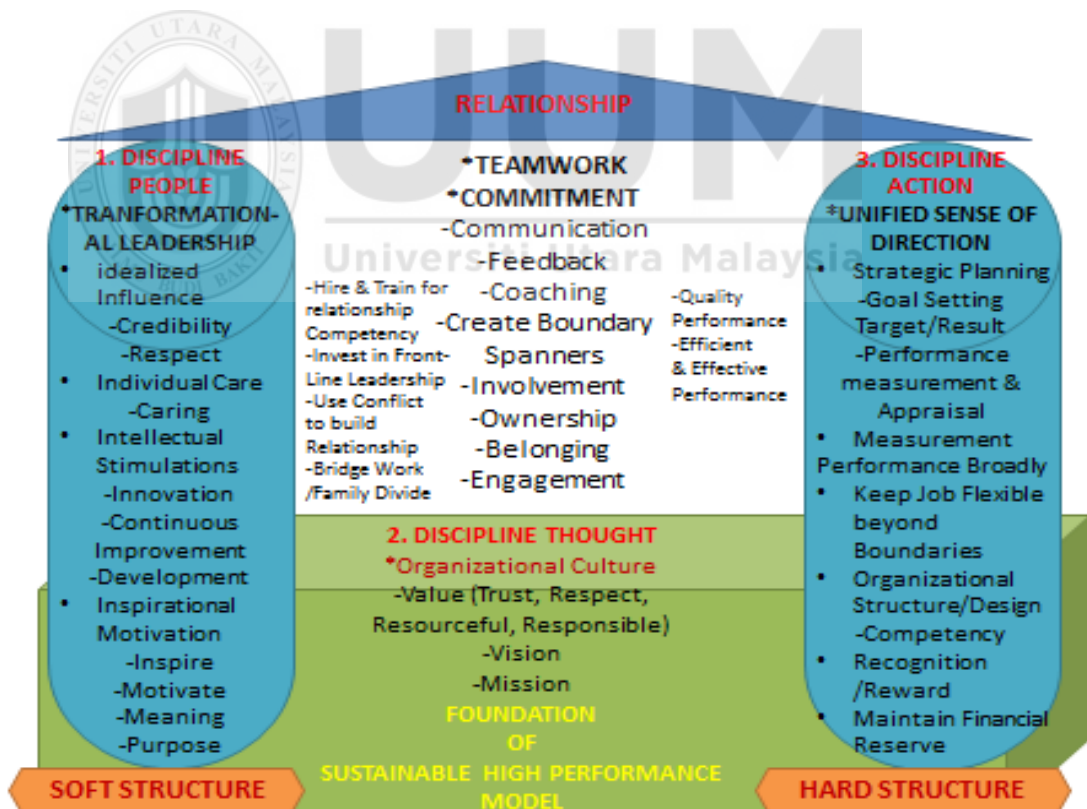
Figure 5.3 *Fundamental Structure of Sustainable High-Performance Model by Researcher (FSSHiP).*

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The Fundamental Structure of Sustainable High-Performance Model started with the researcher's study framework to uncover the variables which influenced the outcome of satisfaction and commitment among the employees and to investigate the variables which impacted the turnover intention of the employees.

Jim Collin's Culture of Discipline model put forth Discipline People (I) as number-one priority, incidentally which was also designed as number one pillar in the researcher's FSSHip model. However, it is important that the study needs to elucidate the foundation structure of FSSHip model before anything else, so that companies would understand what to expect or what is needed in order to proceed to recruit the like kind/like-minded people to establish this foundation. Indubitably that foundation structure of FSSHip model is considered as the most important sector of this framework, as it laid down the core values/ideology of the organization, the impending values of the organization, and this leads to the formation of culture of an organization and recruitment of leaders and team members. Collins (2001) had designated it as Disciplined Thought structure/process of an organization (which in the earlier session, was identified as the formation of organizational culture), and he defined it as the soul and the identity of an organization which brings forth the values and vision of the leadership. Indeed, organizational culture's core values are the organizational essential and lasting beliefs, which are small yet a potent set of corporate guiding principles. These beliefs must come before organizational objectives, its policies and practices. They are generally few, usually between three and six (Collins, 2001). Next shall be the formation of vision and mission of the organization, they are the fundamental purpose or reason for an organization's existence. They are meant to guide and inspire

the people in the organization; however, these will not be discussed further in this study as it is not within the framework of the research.

In this evolving era, one thing that should remain unchanged is the timeless core values and enduring purpose of an organization. In order to achieve to be a sustainable high-performance company, one of the first questions that a company should question is the reason of its existence and the purpose that it stands for. According to Collins (2006), forming and developing a visionary company does not require an extraordinary idea or charismatic leadership, but a leadership team who practices idealized influence over the people, which is highly similar to one of the dimension (idealized influence) of an independent variable of this study, i.e. the transformational leadership.

According to Soderquist (2005), a sustainable high performance and practical culture are one where people are united by the organizational core-values/culture, and these values define the course of all actions of the organization. In other words, before companies embark on any specific actions/strategies, they need to discipline the thoughts of the people by spending more time in developing the fundamental values of the organization and its vision and purpose, coupled with the organizational structural design before any action is taken. For organization to achieve a sustainable high-performance company, three things need to take place (Collins & Porras, 2005):

> i) Leaders should invest their time and effort in the formation of organizational culture, it needs to ensure that employees are united by common standards/values, as those standards provide a steady direction for all their actions. Indeed, the most successful organizations emphasize and celebrate these common values among their people (Collins, 2001).

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ii) Organization needs to methodically indoctrinate its employee with its core ideology/culture to the extent being cult-like (Discipline Thought II). Leaders need to be entrusted with the responsibility to "tell the story", "paint the picture", "walk the talk" of those values that are important to their organization. For MRCA to develop a sustainable high-performance organization, the management need to pay attention to what they say and do (Collins, 2001). In other words, what employees perceive and what leadership do and/or say shall be on the same page and they should come together as one.

iii)To achieve high-performance organization status, it needs to prudently select and nurture (as per pillar one – Discipline People I structure) its leadership based on their fit to its values, so as to ensure its employees are aligned and integrated to its core value/culture and move in unified direction through organizational/work design (the second right-hand pillar – the Discipline Action III structure). Management needs to know that leaders' attitude plays an important role in cultural formation. They must also understand that leaders' attitude in influencing culture is far more important than anyone else's. The attitudes of leaders may influence the manner employees (in this case the front-liners) perform their work, the way they treat their people, ultimately it impacts the success of their organization; as leaders are modeled through their words and behaviors based on their attitude Their people will watch and form opinions about their leadership and the organization (Soderquist, 2005).

Consistent to researcher's FSSHiP model, i.e. to develop Discipline of Thought (developing culture), it's a fact that it is not easy for organizations to instill values into its people and get them to buy easily. But it is relatively easier and important that a

company selects and retains like-minded people, which is the left-handed pillar of the FSSHiP's model, i.e. the Disciplined People (I). First, to ensure that company starts with left-hand pillar, i.e. to Discipline its people. The company has to recruit and select people who already have a predisposition to accept those ideologies. In other words, the company's selection process must gear towards finding those who already have a predisposition to share their organizational core values.

In other words, under FFSHiP model, management of MRCA needs to ensure that pillar one – discipline of people must be applied first, i.e. by selecting the right leaders/manager with transformational leadership characteristics is duly important. When a company is serious about selecting and retaining the right-minded people, they need to put the researcher's FSSHiP as its main management's tool, i.e. Discipline People followed by Discipline Thought, which will lead to the formation of organizational values to becoming a visionary organization, and lastly, once the two frameworks have been established, the company is now ready to move into the right direction and adopt the right actions.

In addition, according to Waal (2008) for organizations to achieve Sustainable High-Performance Organization (SHiP), management needs to possess the below characteristics, i.e. i) it needs to maintain trust relationships with their people at all levels, ii) they need to value employees' loyalty and commitment, iii) they need to treat their people with respect, iv) they need to believe in their people, v) they need to maintain close working relationship with their employees and treat them fairly (A. A. de Waal, 2008). Waal and Sultan (2012) further claimed that leaders of a SHiP possessed the below qualities, i.e. i) they live with integrity, ii) they are role models to their people, iii) they show great sincerity, iv) they display great commitment to their

people, v) the leaders are keen and respectful, vi) they possess great ethical values and ultimately vii) they are known by their people as credible and trustworthy leaders. All the above-mentioned characteristics fit the transformational leadership's four main characters. In other words, it is very obvious that for MRCA/retail and services industry to become sustainable high-performance organization, they need to consider to implement the FFSHip business model, first by recruiting leaders/managers with transformational leadership propensity and then ensure that these leaders would implement the desired organizational culture within their organizations.

Nonetheless, as cited earlier by Schein (2004) that many empirical evidences showed that leadership and culture are mutually intertwined, i.e. leaders would influence organizational culture, and in turn, culture of the organizations would also influence the attitude and behavior of the leaders. Therefore, it is inevitable that both Disciplines I and II (Discipline people and discipline thought) have to be looked at by management concurrently in order for organizations to take appropriate action on Discipline III, so as to achieve sustainable high-performance status.

In this turbulent economic situation, leaders are considered one of the most important elements of an organization for overcoming unending socioeconomic issues and ever-changing business environments (Finkelstein, Hambrick, & Cannella, 2009). According to a host of scholars that transformational leadership has been noted to influence various organizational developments and results, such as employees' job performance, organizational commitment, organizational citizenship behavior and employees attitude (MacKenzie, Podsakoff, & Rich, 2001; Fred O. Walumbwa, Orwa, Wang, & Lawler, 2005; Aarons, 2006). Based on empirical evidences, in order for an

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organization to achieve high performance status, the first and foremost consideration is the quality of management/leadership of the organization (Hall & Stogdill, 1976; Schein, 2004). According to Tso-Jen Chen (2017), transformational leadership behaviors have been recognized as one of the most significant and prevalent methods in assessing leader effectiveness As a matter of fact, there are many good scholars who acclaimed that transformational leadership has evolved into a prominent style of leadership that would impact employees' attitude, behavior and results. According to Warrick (2011) transformational leadership is a dynamic model, the leaders manifest great credibility and care for their people; they possess a growing mindset within them. Therefore, it is highly important, that in order for a company to be successful, it needs to exercise carefully its processes of selecting and hiring the right leaders/people who possess transformational leadership qualities before an organization can decide on its actions. Therefore, at this practical contribution section, researcher is determined to introduce the FFSHip business model to the retail and services industry and MRCA so that transformational leadership quality can be ushered into the industry and these leaders will help to cultivate the kind of culture in fulfilling the above notion to become a sustainable high performance organization (SHiP).

In conclusion, this study attempts to offer practical contribution with regards to the transformation leadership, organizational culture and organizational commitment in ways to reduce turnover intention among the employees. The study showed that by introducing transformational leadership, it will enhance trust, moreover, organizations which cultivate effective culture will improve efficiency and work-life experience; ultimately employees will be less likely to quit. Besides, the study also recommended a new practical model namely Fundamental Structure of Sustainable High Performance

(FSSHiP) Model, of which it augmented both culture of discipline and relationship models from two well-known researchers, Jim Collins and Jody Gittell; who both separately developed models that carried the three main variables of this research framework, i.e. transformational leadership, organizational culture and organizational commitment. The newly augmented model by researcher would enable management to develop a highly credible and caring leadership team by means of idealized influence, inspirational motivation and individual care. With that, management would be able to cultivate deep commitment among their people and ultimately, they would garner trust and loyalty from them. Therefore, retail and services industry of Malaysia are able to benefit from the findings of this study and learn how to implement the above effectual constructs so as to reduce the turnover intention within the industry and enhance their overall performance.

5.3.3 Contribution of the Research to Industry

Turnover intention has continuously been a grievous concern to leadership across industries, as it reduced the morale and hampered the commitment of employees (Lutgen-Sandvik & Hood, 2016). The untamed high turnover condition in retail and services industry has continuously been a hot topic of contention among the members in Malaysia Retail Chain Association (MRCA). This was attested by Salleh et al., (2012a), according to them the persistent turnover problem has saturated the retail and services industry of Malaysia, and it has incited substantial government attention towards the industry.

Undertaking the study of turnover intention will not only help to improve the profitability and revenue performance of industry, but also help the Malaysian government to achieve one of the top ten (10) National Key Economic Area (NKEA)

initiatives to add-on a total of RM165.0 billion per year to the GNI by 2020 (Pemandu, 2013). As wholesale, retail and services industries hold the important position in Malaysia by contributing close to 20% or RM284 billion to the Gross Domestic Products (GDP) of Malaysia, (sources were obtained from the 2018's Bank Negara Malaysia and Department of Statistics of Malaysia), and retail industry alone generated close to a million (993,000) jobs to the country (Economic Planning Unit, 2016). The government has started work-plans to help the local retailers increase their market share in both local and foreign markets by promoting new services and investing in infrastructure and technology development (S. Hassan, Mahsud, Yukl, & Prussia, 2013).

The findings of this study may assist the Ministry of Human Resources Malaysia to solve the pandemic problem of close to 28.5% to more than 53.8% of turnover for one third of the industry in Malaysia (Institute of Labour Market Information and Analysis (ILMIA), 2018). Furthermore, this research focuses on the turnover intention of the employees to reduce employee turnover and enhance productivity in the industry. The study will also contribute to the retail and services industry and other industries in Malaysia by providing recommendation to the leadership on how to realize sustainable competitive advantage in the market by introducing four (4) transformational leadership's components and seven (7) organizational culture's factors and clan/collaborate cultural style as the reasoning factors, together with three (3) organizational commitment's variables to bring about attitudinal and behavioral change in turnover intention and turnover itself.

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This study realized the significance of utilizing transformation leadership as one of the important factors in this framework for the study of retail and services industry of Malaysia, as it can effectively influence the attitude and behavior of the employees to harness their commitment, retain them and improve their performance (Tso-Jen Chen, 2017) . In addition, the study also acknowledges that organizational culture affects people's thinking, decision making, their perception and feelings (Schein, 1990). Finally, Tumwesigye (2010) and Gul et al. (2012b) suggested that organizational commitment plays a good mediating role between transformational leadership, organizational culture and turnover intention and performance.   Therefore, this research contributes to the retail and services industry and other industries as well through these findings by providing appropriate recommendation to center on introducing good transformational leadership's and organizational culture's tenets so as to reduce the turnover intention among the employees. Hence, this study recognizes the significance of transformational leadership and organizational culture in effecting employees' turnover intention. The study also provides a suggestion for the industry to implement best management practices that could incite employees to remain with the same organization and continue to heighten the industries' performance.

In view of the survey findings, the respondent companies managed to attain reasonable turnover intention result and also the sensible outcome for the three other constructs like transformational leadership, organizational culture and organizational commitment within the SME industry standard. Nevertheless, companies cannot afford to maintain its status quo and be complacent, as complacency is the cancer of all motivations and improvement. In order for these organizations to improve further and gear themselves to achieve another height of success, companies should pursue to recruit and develop

the right kind of people in the organizations, i.e. the transformational leaders. In addition, those companies should also develop the right kind of cultural values, to pursue a unified sense of direction for their organizations (Sacher, 2013). In other words, those companies should ensure that they expound on one key ingredient, that is to develop in-depth relationship within and without the organization, i.e. to cultivate teamwork, commitment, engagement, freedom of communication and feedback. When a company is able to allow relationship to gel all the three (3) constructs together, the organization shall destine to become one symbiotic entity, where leadership, people, family and other stakeholders become one inseparable unit which will deliver a true sustainable high-performance organization.

5.4 Limitation of the Research and Future Directions

This research has various limitations which could lead to other future research potentials. Firstly, the surveyed population was mostly limited to urban cities of peninsular Malaysia. The results could be richer by assessing the variables in other townships, other (industries) and (countries) as well. Secondly, this research only explored the impact of transformational leadership, organizational culture and organizational commitment. Future studies may consider including other factors that may be equally important in influencing the turnover intention such as employees' work engagement, employees' satisfaction, organizational performance, emotional intelligence, organizational climate, empowerment and team citizenship. Such variables have substantial literature review and empirical evidence to help in improving turnover intention of employees (Yun, Cox Houston, Henry Sims, & Sabrina Salam, 2007; Greco, Laschinger, & Wong, 2006; Bakker & Schaufeli, 2008; Sušanj, Zoran; Jakopec, 2012; Cooke et al., 2013; Hajian, Shirvan, & Baniasadi, 2015; Emmanuel,

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2015; Chandani, Mehta, Mall, & Khokhar, 2016; Lin, Tsai, & Mahatma, 2017) and may have significant relevance to the retail and services industry in Malaysia. Furthermore, this research has only concentrated on the retail and services industry. Thus, the results might not be able to be generalized to other industry and country contexts, especially, the cultural element in country to country may vary due to the local practices, customs, culture, attitude and mindset/mentality. In addition, the leadership practices or style is very much ingrained in local context, like Asian countries are very much influenced by or acquainted to Confucianism and Patriarchy beliefs or traditions. The introduction of transformation leadership, which is very much of Western concept, may not be easily accepted by the local retail and services industry in Malaysia. Therefore, future research should be considered to bring in newer and equally important variables to assess their impact to turnover intention and/or organizational performance ultimately, to drive the organizations into a sustainable high-performance industry in Malaysia and beyond.
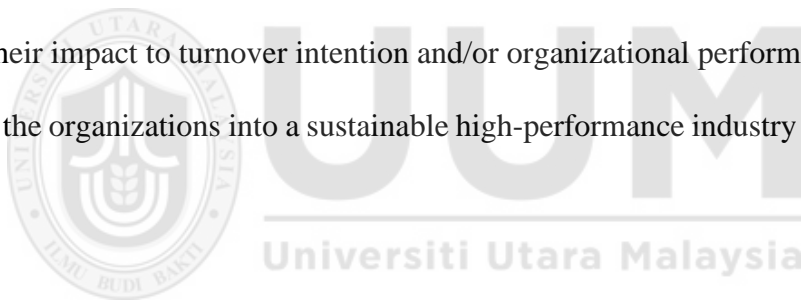
5.5 Conclusion

Turnover intention has been heavily studied and deliberated among academicians and practitioners, and it has also became one of the most heinous issue that the retail and services, and other industries in Malaysia has met (Lutgen-Sandvik & Hood, 2016). In addition, this unsettled issue has caused the industry to suffer the loss of its productivity, escalation in costs due to shortage of manpower, replacement and retraining, deterioration of staff morale and finally it impeded the performance of the industry (EPU, 2015); as a result, it also heightened concerns from the government (Bernama, 2017).

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The study hypothesized on three key elements, of which empirical evidence showed that they greatly influenced turnover intention; the first perspective is transformational leadership, which influenced the employees' ideology, motivation, thoughts and feelings toward the organization, second perspective was the organizational culture, which laid out the way the employees ought to relate and work in the organization, and finally the organizational commitment, which pointed out the way employees feel for the organization, their obligation and their sense of utility toward their employer (Meyer & Allen, 1984; Bass & Riggio, 2006; Schein, 2010).

This research focused on retail and services industry in Malaysia due to its significant contribution to Malaysia's economic, i.e. 20% or close to RM300 billion of the total Gross Domestic Product (GDP) of Malaysia (Bank Negara Malaysia, 2018). However, the onslaught competition inflicted by the Transnational Corporations (TNC) is real and has started to inch into the profitability and market share of the local retailers (Wrigley, 2010; Hassan, Mahsud, Yukl, & Prussia, 2013). Hence, it justified the significance of studying turnover intension in retail and services industry in Malaysia, to improve its cost competitiveness and productivity in the industry. In addition, through research and interviews, it was found that besides the grieve issues in turnover in the industry, the lack of credible and care type of transformational leadership, and innovative and supportive organizational culture, coupled with the non-committed attitude of the employees have laid a heavy toll on the performance of the industry.

Therefore, this study explored the effects of transformational leadership and organizational culture on turnover intention of the retail and services industry of Malaysia through organizational commitment as an important mediator. The findings

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showed that all the variables were tested with good normality, as the Z-Skewness, Mahanalobis linearity and homoscedasticity were proven to be considerably high and relatively moderate. In addition, the multicollinearity of the independent variables, i.e. transformational leadership and organizational culture displayed (Table 4.5) an acceptable level. Moreover, the reliability, discriminant, confirmatory factor analysis on the individual factor loading and model fit test have all proven to be good, especially the transformational leadership and organizational culture, where both displayed the significant p-value, entailed with strong pattern matrix for both the constructs' dimensions coupled with decent significance of intercorrelation among the constructs. This suggests that retail and services industry should consider the above two variables, transformational leadership and organizational culture, in their development plan to help the industry out of the vicious cycle of turnover intention among the employees. The findings of this research also showed that turnover intention can possibly be reduced if the organizations devote their resources to cultivate and develop their leadership and people in the transformational type of leadership and supportive, stable, competitive, innovative kind of organizational clan/collaborate culture.

The research also showed that organizational commitment has a partial mediating role between transformational leadership and turnover intention, and full mediating relationship between organizational culture and turnover intention. The full and partial mediation showed the potency of organizational commitment in clarifying the process of transformational leadership and organizational culture on influencing the turnover intention. In other words, retail and services industry should also cultivate organizational commitment among its employees in the long run. The efficacy of an organizational commitment can be developed through affection, care and support from

the leadership towards the employees, and at the same time cultivate the sense of ownership and empowerment by involving them in decision making so that the sense of normative (loyalty and obligation) can also be developed within them. Therefore, the finding provides directions to the industry on ways to inculcate organizational commitment development so that overall turnover intention can be diminished and organization can start making inroads into building a sustainable high-performance organization.

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Survey of Organization's Effectiveness: Over Turnover Intention

Survey of Organization's Effectiveness: Total: 25 Factors, 75 items
Kajian Keberkesanan Organisasi: Jumlah: 25 Faktor, 75 item

Please indicate the location of your workplace
Sila nyatakan lokasi tempat kerja anda
  i.   HQ / *Ibu Pejabat*   (   )
  ii.   Retail Store / *Kedai runcit*   (   )
  iii.   Branch/Regional Office / *Pejabat Cawangan / Serantau* (   )

Please select the most likely answer for each question. Do not leave any question unanswered.
Sila pilih jawapan yang paling mungkin untuk setiap soalan. Jangan tinggalkan sebarang pertanyaan tidak berjawab.

Please answer all questions in order.
Sila jawab semua soalan mengikut turutan

The value of the study depends on your honesty in answering the questions. You will not be identified in anyway.
Nilai kajian bergantung kepada kejujuran anda dalam menjawab

soalan-soalan. Identiti anda tidak akan dikenalpasti.

The completed questionnaires are processed by an independent party in the university which summarizes the answers in statistical form so that individuals cannot be identified
Soal selidik yang lengkap diproses oleh parti bebas di universiti yang meringkaskan jawapan dalam bentuk statistik supaya individu tidak dapat dikenalpasti.

Gender/Jantina

i.   Male / Lelaki   (   )
ii.   Female / Perempuan   (   )

Ethnic Group / Kumpulan etnik

i.   Malay / Melayu   (   )
ii.   Chinese / Cina   (   )
iii.   Indian / India   (   )
iv.   Others / Lain-Lain. Sila nyatakan _____

Marital status / Taraf Perkahwinan
i.   Single / Bujang   (   )
ii.   Married / Berkahwin   (   )

iii.   Divorce/Death/ Telah Berpisah/ Kematian Pasangan (   )
When did you first come to work here?
Bilakah anda mula bekerja di sini?

i. Less than 1 year ago / *Kurang daripada 1 tahun yang lalu*(   )
ii. Between 1 and 5 years ago / *Antara 1 dan 5 tahun yang lalu*   (   )
iii. Between 5 and 10 years ago / *Antara 5 dan 10 tahun yang lalu*(   )
iv. Between 10 and 15 years ago / *Antara 10 dan 15 tahun yang lalu* (   )
v. Between 15 and 25 years ago / *Antara 15 dan 25 tahun yang lalu* (   )
vi. More than 25 years ago / *Lebih daripada 25 tahun yang lalu* (   )

What age range do you fall into?
Apakah kumpulan umur anda?

i.   25 years or under /*25 tahun atau kurang*   (   )
ii.   26 years to 30 years /*26 tahun hingga 30 tahun* (   )
iii.   31 years to 35 years / *31 tahun hingga 35 tahun* (   )
iv.   36 years to 40 years / *36 tahun hingga 40 tahun*(   )
v.   41 years to 45 years / *41 tahun hingga 45 tahun*(   )
vi.   46 years to 55 years / *46 tahun hingga 55 tahun*(   )
vii.   56 years or over / *56 tahun atau lebih*(   )

What education level have you had?
Apakah tahap pendidikan yang anda ada?

i.   PMR/SRP   (   )
ii.   SPM/STAM/SPRM   (   )
iii.   STPM/Matriculation/Matrikulasi   (   )
iv.   Diploma   (   )
v.   Degree /Ijazah   (   )
vi.   Master   (   )
vii.   PhD/DBA   (   )

While you were growing up-say until you were eighteen-what kind of
community did you live in for the most part?
*Semasa anda membesar - katakan sehingga anda berumur lapan belas-apa jenis komuniti
yang anda pernah tinggal bersama untuk sebahagian besar tempoh itu?*

i.   Rural area or farm/*Kawasan luar bandar atau ladang*   (   )
ii. Town or small city / *Bandar atau pekan kecil*   (   )
iii. Suburban area near large city/*Kawasan pinggir bandar berhampiran
bandar besar*   (   )
iv   Large city / *Bandar besar*   (   )

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Part A

A. Affective Commitment Scale

Instruction: Indicate the degree to which each item relates to you using the following scale
Arahan: Tunjukkan sejauh mana setiap item berkaitan dengan anda menggunakan skala yang berikut
Strongly Disagree/ *Sangat tidak setuju:*1, Disagree / *Tidak bersetuju:2,*
Undecided / *Tidak pasti*: 3, Agree / *Setuju: 4,* Strongly Agree / *Sangat bersetuju: 5*
Please Tick/*Sila tandakan* (X)

Item	Strongly Disagree/ Sangat tidak setuju	Disagree / Tidak bersetuju	Undecided/ Sometimes / Kadang kala	Agree / Setuju	Strongly Agree / Very Very often / Sangat kerap
1. I would be very happy to spend the rest of my career with this organization. *Saya akan sangat gembira menghabiskan seluruh kerjaya saya dengan organisasi ini.*	1	2	3	4	5
2. I really feel as if this organization's problems are my own. *Saya betul-betul berasa masalah organisasi ini adalah seperti masalah saya sendiri.*	1	2	3	4	5
3. I do not feel a strong sense of "belonging" to my organization. *Saya tidak merasakan diri "milik" organisasi saya.*	1	2	3	4	5
4. I do not feel "emotionally attached" to this organization/ *Saya tidak merasakan "hubungan secara emosi" dengan organisasi ini.*	1	2	3	4	5

5. I do not feel like "part of the family" at my organization. / *Saya tidak merasakan "sebahagian daripada keluarga" di organisasi saya.*

| | 1 | 2 | 3 | 4 | 5 |

6. This organization has a great deal of personal meaning for me. /*Organisasi ini memberi banyak makna peribadi kepada saya.*

| | 1 | 2 | 3 | 4 | 5 |

B. Continuance Commitment Scale
Penerusan Skim Komitmen

Item	Strongly Disagree/ *Sangat tidak setuju*	Disagree / *Tidak bersetuju*	Partly Agree/ *Bersetuju Sebahagiannya*	Agree / *Setuju*	Strongly Agree / *Sangat bersetuju*
7. Right now, staying with my organization is a matter of necessity as much as desire. *Pada masa sekarang, bekerja dengan organisasi saya adalah keperluan seperti seberapa banyak keinginan.*	1	2	3	4	5
8. It would be very hard for me to leave my organization right now, even if I wanted to. *Agak sangat sukar bagi saya untuk meninggalkan organisasi saya sekarang, walaupun saya mahu.*	1	2	3	4	5
9. Too much of my life would be disrupted if I decided to leave my organization now. *Hidup saya akan lebih terganggu jika saya memutuskan untuk meninggalkan organisasi saya sekarang.*	1	2	3	4	5
10. I feel that I have too few options to consider leaving this organization.	1	2	3	4	5

Saya rasa saya mempunyai pilihan yang sedikit

untuk mempertimbangkan untuk meninggalkan

organisasi ini.

11. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.
    Salah satu daripada beberapa kesan negatif

    meninggalkan organisasi ini adalah kekurangan

    alternatif yang ada.

    1 2 3 4 5

12. If I had not already put so much of myself into this organization, I might consider working elsewhere. *Sekiranya saya belum berdedikasi sepenuhnya dalam organisasi ini, saya mungkin mempertimbangkan untuk bekerja di tempat lain.*

    1 2 3 4 5

C. Normative Commitment Scale
Skim Komitmen Normatif

Item	Strongly Disagree/ *Sangat tidak setuju*	Disagree / *Tidak bersetuju*	Partly Agree/ *Bersetuju Sebahagiannya*	Agree / *Setuju*	Strongly Agree / *Sangat bersetuju*
13. I do not feel any obligation to remain with my current employer. / *Saya tidak merasakan apa-apa kewajipan untuk kekal dengan majikan saya sekarang.*	1	2	3	4	5
14. Even if it were to my advantage, I do not feel it would be right to leave my organization now. / *Sekalipun ia adalah untuk kebaikan saya, saya tidak merasakan ia adalah tindakan yang betul untuk meninggalkan organisasi saya sekarang.*	1	2	3	4	5

15. I would feel guilty if I leave my organization now. / *Saya akan rasa bersalah jika saya meninggalkan organisasi saya sekarang.*

    1   2   3   4   5

16. This organization deserves my loyalty. / *Organisasi ini layak mendapat kesetiaan saya.*

    1   2   3   4   5

17. I would not leave my organization right now because I have a sense of obligation to the people in it./ *Saya tidak akan meninggalkan organisasi saya sekarang kerana saya mempunyai rasa tanggungjawab kepada orang-orang di dalamnya.*

    1   2   3   4   5

18. I owe a great deal to my organization. / *Saya sangat berhutang dengan organisasi saya.*

    1   2   3   4   5

`

Part B

Instruction: Indicate the degree to which each item relates to you using the following scale
Arahan: Tunjukkan sejauh mana setiap item berkaitan dengan anda menggunakan skala yang berikut
Not at all / *Tidak sama sekali*: 1, Once in a while / *Kadang kala*: 2, Sometimes / *Kadang-kadang*: 3, Fairly often / *Cukup kerap*: 4, Frequently, if not always / *Lazim, jika tidak selalu*: 5
Please Tick/*Sila tandakan* (X)

Item	Not at all / *Tidak sama sekali*	Once in a while / *Kadang kala*	Sometimes / *Kadang-kadang*	Fairly often / *Cukup kerap*	Frequently, if not always / *Lazim,*
19. My manager/supervisor makes others feel good to be around him/her. *Pengurus/ penyelia saya membuat orang lain berasa selesa berada di sekelilingnya.*	1	2	3	4	5
20. My manager/supervisor expresses with a few simple words what he/she could and should do. *Pengurus / penyelia saya menyatakan dengan beberapa kata mudah apa yang boleh dan patut dilakukannya.*	1	2	3	4	5
21. My manager/supervisor enables others to think about old problems in new ways. *Pengurus / penyelia saya membolehkan seseorang memikirkan masalah lama dengan cara yang baru.*	1	2	3	4	5
22. My manager/supervisor helps others develop themselves. *Pengurus / penyelia saya membantu orang lain mengembangkan diri.*	1	2	3	4	5

23. My manager/supervisor tells others what to do if they want to be rewarded for their work.
Pengurus / penyelia saya memberitahu

seseorang apa yang perlu dilakukan jika

mereka ingin diberi ganjaran untuk kerja

mereka.

| 1 | 2 | 3 | 4 | 5 |

24. My manager/supervisor is satisfied when others meet agreed-upon standards.
Pengurus / penyelia saya berpuas hati

apabila seseorang memenuhi piawaian

yang dipersetujui.

| 1 | 2 | 3 | 4 | 5 |

25. My manager/supervisor is contented to let others continue working in the same ways always.
Pengurus / penyelia saya berpuas hati

untuk membiarkan seseorang terus

bekerja dengan cara yang sama sentiasa.

| 1 | 2 | 3 | 4 | 5 |

26. Others have a complete faith in my manager/supervisor.
Orang lain mempunyai kepercayaan penuh terhadap pengurus / penyelia saya.

| 1 | 2 | 3 | 4 | 5 |

27. My manager/supervisor provides appealing images about what we can do.
Pengurus / penyelia saya menyediakan imej menarik mengenai apa yang boleh kita lakukan.

| 1 | 2 | 3 | 4 | 5 |

28. My manager/supervisor provides others with new ways of looking at puzzling things.
Pengurus / penyelia saya memberikan cara baru untuk melihat perkara-perkara yang membingungkan kepada seseorang.

| 1 | 2 | 3 | 4 | 5 |

29. My manager/supervisor lets others know how he/she thinks they are doing
Pengurus / penyelia saya memberikan pendapatnya kepada seseorang tentang apa yang mereka lakukan.

| 1 | 2 | 3 | 4 | 5 |

30. My manager/supervisor provides recognition/rewards when others reach their goals.
Pengurus / penyelia saya memberikan pengiktirafan / ganjaran apabila orang lain mencapai matlamat mereka.

| 1 | 2 | 3 | 4 | 5 |

31. As long as things are working, my manager/supervisor does not try to change anything.
Selagi kerja-kerja berjalan dengan baik, pengurus / penyelia saya tidak cuba mengubah apa-apa.

| 1 | 2 | 3 | 4 | 5 |

32. Whatever others want to do is OK with my manager/supervisor.
Pengurus / penyelia saya setuju dengan apa saja yang orang lain mahu lakukan.

| 1 | 2 | 3 | 4 | 5 |

33. Others are proud to be associated with my manager/supervisor.
Orang lain bangga dapat bekerjasama dengan pengurus / penyelia saya.

| 1 | 2 | 3 | 4 | 5 |

34. My manager/supervisor helps others find meaning in their work.
Pengurus / penyelia saya membantu orang mencari makna dalam pekerjaan mereka.

1 2 3 4 5

35. My manager/supervisor gets others to rethink ideas that they had never questioned before
Pengurus / penyelia saya ajakorang lain memikirkan semula idea yang mereka tidak pernah tanyakan sebelum ini.

1 2 3 4 5

36. My manager/supervisor gives personal attention to others who seem rejected.
Pengurus / penyelia saya memberikan perhatian peribadi kepada orang lain yang kelihatan tersisih

1 2 3 4 5

37. My manager/supervisor calls attention to what others can get from what they have accomplished.
Pengurus / penyelia saya mengajak orang untuk perhatikan apa yang boleh dicapai untuk apa yang mereka telah usahakan.

1 2 3 4 5

38. My manager/supervisor tells others the standards they have to know to carry out their work.
Pengurus / penyelia saya memberitahu orang lain tentang piawaian yang perlu mereka ketahui untuk menjalankan kerja mereka.

1 2 3 4 5

39. My manager/supervisor asks no more of others than what is absolutely essential.
Pengurus / penyelia saya tidak meminta selain daripada apa yang penting.

1 2 3 4 5

Part C

The below questionnaires are to find out the extent to which these culture profile exist in your organization; you are required to rate from 1 (Not at all) to 5 (Very much) the extent your own organization is recognized for the 28 different characteristics of organizational culture

Soal selidik di bawah adalah untuk mengetahui sejauh mana profil kebudayaan ini wujud di organisasi anda, anda dikehendaki untuk menilai dari 1 (Tidak sama sekali) hingga 5 (Sangat Banyak) sejauh mana organisasi anda sendiri dikenali untuk 28 ciri-ciri budaya organisasi yang berbeza.

A. Competitiveness Factors
Faktor Daya Saing

Item	Not at all /*Tidak sama sekali*	Minimally / *Minima*	Moderately / *Sederhana*	Considerably / *Penting*	Very Much / *Sangat Banyak*
40. Achievement orientation *Orientasi pencapaian*	1	2	3	4	5
41. An emphasis on quality *Penekanan terhadap kualiti*	1	2	3	4	5
42. Being distinctive—being different from others *Menjadi tersendiri-berbeza daripada orang lain*	1	2	3	4	5
43. Being competitive *Berdaya saing*	1	2	3	4	5

`

B. Social Responsibility
Tanggungjawab Sosial

Item	Not at all /Tidak sama sekali	Minimally / Minima	Moderately / Sederhana	Considerably / Penting	Very Much / Sangat
44. Being reflective *Menjadi reflektif*	1	2	3	4	5
45. Having a good reputation *Mempunyai reputasi yang baik*	1	2	3	4	5
46. Being socially responsible *Bertanggungjawab secara sosial*	1	2	3	4	5
47. Having a clear guiding philosophy *Memiliki panduan falsafah yang jelas*	1	2	3	4	5

C. Supportiveness
Sokongan

Item	Not at all /Tidak sama sekali	Minimally / Minima	Moderately / Sederhana	Considerably / Penting	Very Much / Sangat Banyak
48. Being team oriented *Berorientasikan pasukan*	1	2	3	4	5
49. Sharing information freely *Berkongsi maklumat dengan bebas*	1	2	3	4	5
50. Being people oriented *Berorientasikan orang lain*	1	2	3	4	5
51. Collaboration *Kerjasama*	1	2	3	4	5

D. Innovation
Inovasi

Item	Not at all /Tidak sama sekali	Minimally / Minima	Moderately / Sederhana	Considerably / Penting	Very Much / Sangat Banyak
52. Being innovative *Menjadi inovatif*	1	2	3	4	5
53. Quick to take advantage of opportunities *Cepat untuk memanfaatkan peluang*	1	2	3	4	5
54. Risk taking *Pengambilan risiko*	1	2	3	4	5
55. Taking individual responsibility *Mengambil tanggungjawab individu*	1	2	3	4	5

E. Emphasis on Rewards
Penekanan pada Ganjaran

Item	Not at all /Tidak sama sekali	Minimally / Minima	Moderately / Sederhana	Considerably / Penting	Very Much / Sangat
56. Fairness *Keadilan*	1	2	3	4	5
57. Opportunities for professional growth *Peluang untuk pertumbuhan profesional*	1	2	3	4	5
58. High pay for good performance *Bayaran yang tinggi untuk prestasi yang baik*	1	2	3	4	5
59. Praise for good performance *Pujian untuk prestasi yang baik*	1	2	3	4	5

F. Performance Orientation
Orientasi Prestasi

Item	Not at all /Tidak sama sekali	Minimally / Minima	Moderately / Sederhana	Considerably / Penting	Very Much / Sangat
60. Having high expectations for performance *Mempunyai jangkaan yang tinggi untuk prestasi*	1	2	3	4	5
61. Enthusiasm for the job *Semangat untuk kerja*	1	2	3	4	5
62. Being results oriented *Berorientasikan hasil*	1	2	3	4	5
63. Being highly organized *Menjadi sangat teratur*	1	2	3	4	5

G. Stability Items
Item Kestabilan

Item	Not at all /Tidak sama sekali	Minimally / Minima	Moderately / Sederhana	Considerably / Penting	Very Much / Sangat Banyak
64. Stability *Kestabilan*	1	2	3	4	5
65. Being calm *Menjadi tenang*	1	2	3	4	5
66. Security of employment *Keselamatan pekerjaan*	1	2	3	4	5
67. Low conflict *Kurang konflik*	1	2	3	4	5

Part D

Instruction: Indicate the degree to which each item relates to you using the following scale

Arahan: Tunjukkan sejauh mana setiap item berkaitan dengan anda menggunakan skala berikut

Strongly Disagree/ *Sangat tidak bersetuju:* 1, Disagree / *Tidak bersetuju:2,* Neutral / *Neutral*: 3, Agree / *Setuju: 4,* Strongly Agree / *Sangat bersetuju: 5*

Please Tick/*Sila tandakan* (X)

Item	Strongly Disagree / Sangat tidak	Disagree / Tidak bersetuju	Neutral / Neutral	Agree / Setuju	Strongly Agree / Sangat Setuju
68. I often toy with the idea of leaving my current job. *Saya sering bermain-main dengan idea untuk meninggalkan pekerjaan saya sekarang.*	1	2	3	4	5
69. I often think about quitting my current job. *Saya sering berfikir tentang berhenti dari pekerjaan saya sekarang*	1	2	3	4	5
70. I frequently feel like leaving my current job. *Saya sering merasa seperti ingin meninggalkan pekerjaan saya sekarang.*	1	2	3	4	5
71. I seldom give consideration to the idea of quitting this job. *Saya jarang mempertimbangkan idea untuk berhenti dari pekerjaan ini.*	1	2	3	4	5
72. Before long, I will be leaving my present job. *Tidak lama lagi, saya akan meninggalkan pekerjaan saya sekarang.*	1	2	3	4	5
73. I will quit my job soon. *Saya akan berhenti kerja tidak lama lagi*	1	2	3	4	5
74. I will have a new job within the next several months. *Saya akan mempunyai pekerjaan baru dalam beberapa bulan akan datang.*	1	2	3	4	5
75. A year from now I will still be on my job. *Setahun dari sekarang saya masih akan bekerja*	1	2	3	4	5

Appendix B

Mahanolobis Distance

Mahanolobis Distance

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.27	3.11	2.60	.144	389
Std. Predicted Value	-2.319	3.501	.000	1.000	389
Standard Error of Predicted Value	.036	.161	.067	.022	389
Adjusted Predicted Value	2.24	3.16	2.60	.144	389
Residual	-1.592	1.904	.000	.697	389
Std. Residual	-2.275	2.722	.000	.996	389
Stud. Residual	-2.289	2.730	.000	1.002	389
Deleted Residual	-1.611	1.915	.000	.705	389
Stud. Deleted Residual	-2.302	2.753	.000	1.004	389
Mahal. Distance	.058	19.548	2.992	2.860	389
Cook's Distance	.000	.056	.003	.006	389
Centered Leverage Value	.000	.050	.008	.007	389

a. Dependent Variable: Turnover Intention

Outliers

MAH_1	LMCI_1	UMCI	Probability	Outlier
19.54842	1.95261	2.58559	.00021	1.00
19.33140	2.28365	2.91328	.00023	1.00
18.33406	2.15867	2.77266	.00038	1.00

Histogram

Dependent Variable: Turnovint

Mean = -1.58E-15
Std. Dev. = 0,996
N = 389
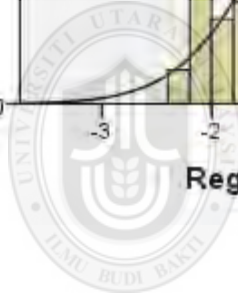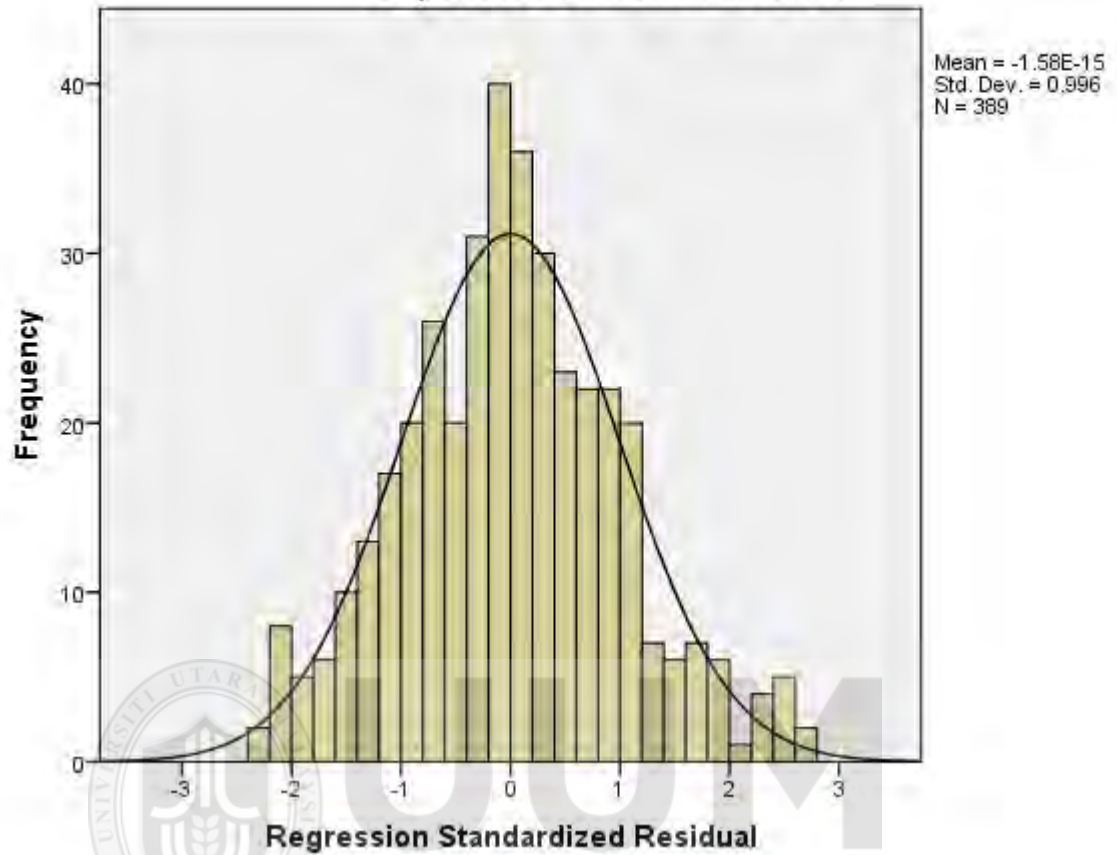
Appendix C

Normality Assessment – Kolmogorov-Smirnov and Skewness & Kurtosi

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
TurnovInt	.059	389	.002	.992	389	.025
OrgCult	.057	389	.004	.984	389	.000
TransLead	.061	389	.001	.985	389	.001
Commitment	.048	389	.034	.995	389	.276

a. Lilliefors Significance Correction

Skewness and Kurtosis

Statistics

		Commitment	TransLead	OrgCult	TurnovInt
N	Valid	389	389	389	389
	Missing	0	0	0	0
Std. Deviation		.440	.668	.556	.712
Skewness		.048	-.465	-.484	.161
Std. Error of Skewness		.124	.124	.124	.124
Kurtosis		-.111	.376	.529	-.220
Std. Error of Kurtosis		.247	.247	.247	.247

Appendix D

Linearity and Homoscedasticity Status

Correlation

Correlations

		CommitMeanF	TransfLeadrMeanF	CultureMeanF	TurnoverMeanF
CommitMeanF	Pearson Correlation	1	.372**	.302**	-.088
	Sig. (2-tailed)		.000	.000	.082
	N	389	389	389	389
TransfLeadrMeanF	Pearson Correlation	.372**	1	.539**	-.078
	Sig. (2-tailed)	.000		.000	.124
	N	389	389	389	389
CultureMeanF	Pearson Correlation	.302**	.539**	1	-.196**
	Sig. (2-tailed)	.000	.000		.000
	N	389	389	389	389
TurnoverMeanF	Pearson Correlation	-.088	-.078	-.196**	1
	Sig. (2-tailed)	.082	.124	.000	
	N	389	389	389	389

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

Descriptive Statistics

	Mean	Std. Deviation	N
CommitMeanF	3.29	.440	389
TransfLeadrMeanF	3.37	.668	389
CultureMeanF	3.81	.556	389
TurnoverMeanF	2.60	.712	389

`

Appendix E

Permission Granted for the use of Instruments

Turnover Insertion – Permission granted by Dr Jackofsky
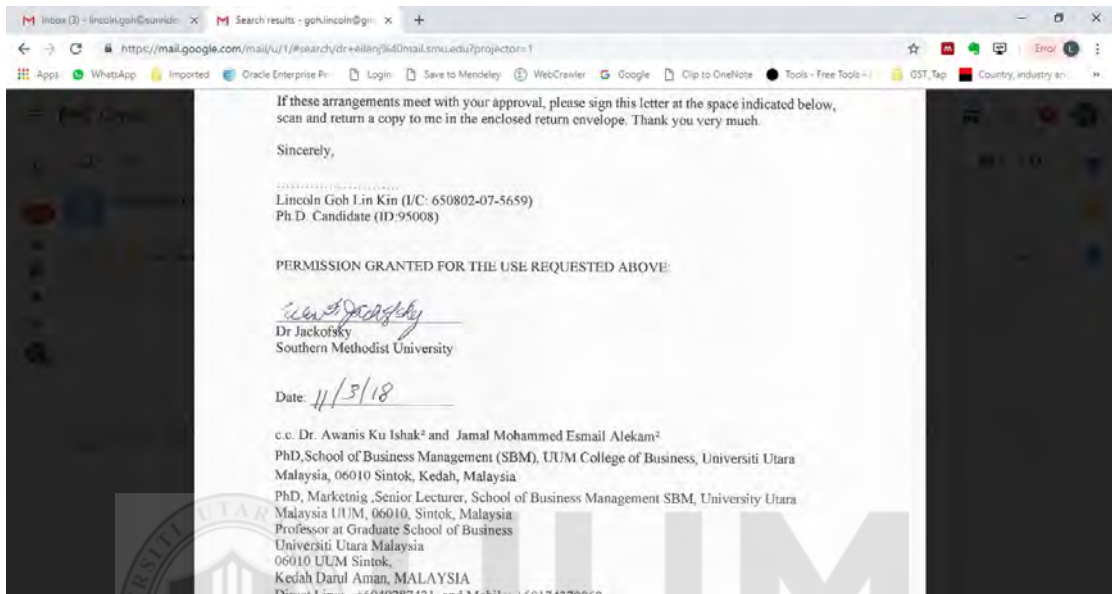
Organizational Commitment – Permission granted by Dr. Natalie Jean Allen

Natalie Jean Allen

Mon, Nov 5, 4:53 AM

to me

Hello Lincoln,

Thank you for your interest in using the Three-Component Model (TCM) Employee Commitment Survey in your research. You can get information about the measure, a Users' Guide, and the measure itself at:

http://employeecommitment.com/

`

Natalie Jean Allen

to me

Oh, I understand now...congratulations on the grant! And again, best wishes with your research.

Regards,
Natalie

InnoVerify <no-reply@innoverify.ca>

to me

Hello Lin-Kin (Lincoln),

Thank you for your purchase of Academic License. You may log in to download the

product at this URL: http://innoverify.com/shop/download/?pid=54dcf78c2007a

Log in using your email address above. Your access password has been set to:

cyqyLO66

Please save this message, or the URL for future reference.

Regards,

TCM Employee Commitment Survey