The Impact of Leadership Style on Employee Turnover and Retention, and Mediating Job Satisfaction and Organization Commitment

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Abstract

In light of competitive pressure, increasing financial performance and competitiveness in the organizations, employee's retention plays an important role. This paper aims to review the existing literature and propose a model on employee's retention for better understanding the critical factors that helps to increase the employee's retention. Extensive literature has been reviewed to find relationship between leadership style and employee's retention and identified significant determinants of employee's retention in an organization. Review of literature indicated that transformational leadership and transactional leadership has positive relationship with employee's retention. Transformational leadership and transactional leadership have positive relationship with job satisfaction and organizational commitment. It also indicated that there is positive relationship exists between job satisfaction and organizational commitment. Moreover there is positive relationship exists between job satisfaction, organizational commitment and employee's retention. From review of literature it is also highlighted that, there is dearth of literature on leadership styles and employee's retention. This paper contributes in the existing knowledge by proposing mediating role of job satisfaction and organizational commitment between transformational leadership, transactional leadership and employee's retention. The proposed model will help to better understand the relationship between transformational leadership, transactional leadership and employee's retention.

Keywords: leadership style; turnover retention; organization commitment; job satisfaction.

1. Introduction

Employee retention is described as capability of an organization to retain employees in organization. Employee retention is the intention of the organization to keep maximum number of employees with them (Mondy, 2012). Employees can be retained by creating the policies and procedures which provides the employees a supportive environment to keep them for long period (Walia & Bajaj, 2012). Organizations invest time and money on new employees for their grooming and trained them to enhance their skills and capabilities and also ensure to retain valued and skillful employees (Ferreira, 2014).

In global competitive environment organizations face issues and challenges of employee's turnover and retention of existing employees is considered very important. Recently survey conducted in UK and US form Human Resource

professionals, the results shows that companies facing difficulties to retain key talent of companies, 60% among the leaders surveyed, respond that retention strategy was not good enough in to retain the employees (Juhdi, Pa'wan, & Hansaram, 2013).

Organizations foremost tries to find the reasons of turnover and formulate strategy how to retain talented employees in an organization (Kwenin, Muathe, & Nzulwa, 2013). Khatri, (2013) studied about turnover ratio and mentioned that employees turnover is key problem for companies in Asian countries such as South Korea, Malaysia, Hong Kong, Singapore and Taiwan. Furthermore Khatri, (2013) reported that every month on average 2.7% 2.9% and 3.4% employees resign from job in Taiwan, South Korea, and Singapore respectively.

In recently professional bodies of human resources in Malaysia, Hong Kong and Singapore have different views about the employee's turnover but this problem is widespread and same among all countries although they have different culture (Asia Pacific Management News, 2012). Employee's turnover and retention always received significant focus by management experts and academia in recent years after realizing the ever increasing need to strengthen financial performance of organization and competitiveness (Felps, Mitchell, Hekman, Lee, Holtom and Harman, 2009, Eshiteti, Okaka, Maragia, Odera, & Akerele, 2013).

Employee's retention has been the matter of attention for management to avoid bearing the cost associated with training and recruitment of new employees (Hwang & Chang, 2008). The purpose of literature surveyed in this paper is to indicate that previous researches have been focused on the consequences of employees' turnover and causes (Hale, 1998; Abbasi and Hollman, 2000; Moore Khilji and Wang, 2007, Eshiteti, Okaka, Maragia, Odera, & Akerele, 2013). This study is important on bases of literature how leadership style effect on employee's retention directly and also proposed the mediating role of job satisfaction and organization commitment between transformation leadership, transactional leadership and employee's retention to help employee retain in organization to retain their employees.

2. Literature Review
2.1. Leadership style and employees retention

Literature on leadership style and employees retention found in less quantity, most of the researchers only focus on leadership style and turnover intension other most important part of retention how employee retain in organization what relationship between leaders and employee to retain in organization. The role of individual leadership in organization is to treat employee with respect and dignity (Caldwell and Dixon, 2010). Accountability and responsibility of retaining talent employee is in hands of leaders, leaders and leadership skills build climate for retention, the environment and supportive culture will help employee, and in this way employee get encouragement from it and retain, its best way to defense against unwanted turnover (Chitra, 2013). When boos or leaders show interest and concern, employees who received regular positive feedback from leaders and work get recognition, those employees wants stay in organization. The relationship of leaders and employee impact on employee's intention to continue their work and retain in organization (Ferreira, 2007 cited in Michael, 2008).

Other studies showed that positive relationship between leader and employees is important to increase the intention of employees to retain with the organization (Larrabee et al., 2003; Cowin, 2002). Study conducted in health care by Bycio et al., (1985) described that higher degree of leadership relationship with lower intention of employee to leave the organization.

P.1: Leadership style will have positive impact turnover retention which reduces turnover retention.

2.2. LEADERSHIP STYLES AND JOB SATISFACTION

A bunch of studies conduction to examine the link between leadership style and job satisfaction but however it has not been consistent (Tsai, 2008; Nemanich & Keller, 2006). For example, Gharibvand et al. (2013) had conducted a study about this relationship and the result obtained was confusing and researchers argue that some respondents feeling satisfied while some respondents are not with the leadership style but most of them prefer that job satisfaction can be obtained through good organizational culture. According to Nemanich & Keller (2006), there should be more study on investigating the relationship between job satisfaction and leadership style in health organization. There is a previous study which conducted in health care by Lorber and Skela Savic (2012) showed that leadership style can influence job satisfaction among nurses. It is worth mentioning that studies regarding the relationship of leadership and job satisfaction needed to have more empirical evidence in order to make it more reliable. However, reviews of past studies have also demonstrated some support on the relationship between these relationships. For instance, Nielsen et al. (2009) found out that leader especially transformational leaders were seen to have a direct link to the employees' job satisfaction and their well-being during his observation on health care providers in serving senior citizens in a pressured environment. Besides, Berson & Linton (2005) claimed that there is a more potent influence of both transformational and transactional leadership style on job satisfaction was illustrated in a research and development setting where the work environment pressures were less prominent. Empirical study conducted by (Clark et al,. 2009) showed that leaders have effect on employees job satisfaction and to increase commitment of employee with organization and think positive about job and to be loyal with their organization.

Ali, Mohammod & Hamid (2013) conducted study on relationship between relationship between job satisfaction and leadership. The result of the study showed that there is significant relationship between job satisfaction and leadership. Other studies conducted different field of various setting education, health care, business organizations, military by (Bass, 1990). It's most important behavior of leaders in any field to feel employees more satisfy. Sellgren, Ekvall & Tomson, 2007, effect of Leadership behavior on employee's turnover mediating job satisfaction within organization. Furthermore they test mediating effect of job satisfaction between Leadership behaviors on employee's turnover.

P 2:   Leadership will have positive impact on job satisfaction which ultimately reduces the employees' turnover intention.

2.3. ORGANIZATIONAL COMMITMENT AND LEADERSHIP

According to Choi (2006) organization commitment reflects that person is committed and involved into organization goals and values process. Organization commitment also defined as investment of human capital and engagement that will produces best of social quality in organization and useful for betterment of organization (Jafri, and Noordin et al., 2010; Farzad et al., 2008; Sihombing & Gustam, 2007;). Employee commitment also indicates the characters of employees to continuing membership and remain in organization (Blankenship, 2010).Leaders ability to motivate employees to involve in work and recognize effort of every employees is helpful to achieve potential (Avolio, Bass, & Jung, 1999), achievements of organizational commitment (Walumbwa & Lawler, 2003). Leaders increase employee commitment (Shamir, House, & Arthur, 1993), because leadership provide regular feedback in positive way, motivate followers, solve problems and build employees commitment for organization (Piccolo & Colquitt, 2006; Yukl, 1989). Leadership has positive impact on organization commitment (Wang, & Zhang, 2014).

 P 3: Leadership will have positive impact on organizational commitment which ultimately reduces the employees' turnover intention.

2.4. ORGANIZATION COMMITMENT AND JOB SATISFACTION

Job satisfaction is considered as subjective components of organization commitment (Porter et al. 1974). Begley and Czajka (1993) reported that organization commitment has positive effect on employee job satisfaction, when employee in low commitment has job dissatisfaction that degraded by stress but employee with high commitment but with stress will not be effect and its stress will not affect the job satisfaction. Bateman & Strasser, (1984); Lum et al., (1998) described that job satisfaction as result to organization commitment although a reasons of it. Tett and Meyer (1993) suggested that job satisfaction within organization derived from organization commitment, satisfied employee is more committed with organization. Furthermore organization commitment on fist stages of employee's job period creates positive effects on job satisfaction.

It is fact that there is a positive interaction between job satisfaction and organization commitment, resulted in many studies (Chen et al. 2002; Dilek 2005; Laschinger 2000; Mathieu and Zajac 1990; Testa 2001;). Moreover, organization commitment and job satisfaction positively effect on each other in supporting manner, when job satisfaction will increase ultimately organization commitment increase and as job satisfaction level will decrease it will also cause decrease in the level of organizational commitment. Testa (2001) documented job satisfaction as principals of organization commitment. Other researchers indicated that job satisfaction has numerous satisfactory experience of job to create organization commitment among employees (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). In previous literature related to service provider organizations, researchers described job satisfaction leads to increase organization commitment among the employees (MacKenzie, Podsakoff, & Ahearne, 1998, p. 90), same results also reported by Alexandrov et al.,(2007); Jones, Chonko, Rangarajan and Roberts, (2007) and Paulin et al., (2006).

P 4: Organizational commitment and job satisfaction impact each other which ultimately reduce the employees' turnover intention.

2.5.1 ORGANIZATION COMMITMENT, JOB SATISFACTION AND TURNOVER RETENTION.

Job satisfaction improved employee retention in organization as there exists positive relationship between job satisfaction and employee retention (Terera & Ngirande. 2014). If organizations want retain employees in organization they must increase the level of satisfaction, as job satisfaction already proved as crucial factor to employee retention. In same way Kabungaidze, Mahlatshana and Ngirande (2013) reported statically significance relationship between turnover intension and job satisfaction, based on data collected form 150 administrators. Many studies show negative relationship with job satisfaction and employee turnover intention (Griffeth et al., 2000; Tett and Meyer, 1993), when employee's job dissatisfaction increases also intention of to leave organization increases. However employee satisfied with job , probably decide to remain in organization (Vandenberghe et al., 2011). High turnover and abstenteeism related to job dissatisfaction ultimately have its effect on turnover intention (Saifuddin, Hongkraclent and Sermril, 2008). Lee, (1988) mentioned that Mobley model had conceptual piece that how job dissatisfaction leading to employee turnover. Lambert et al. (2001) and Lam & Zhang (2003) documented that higher level of job satisfaction will results in low turnover, and also leads to retention of employee in organization.
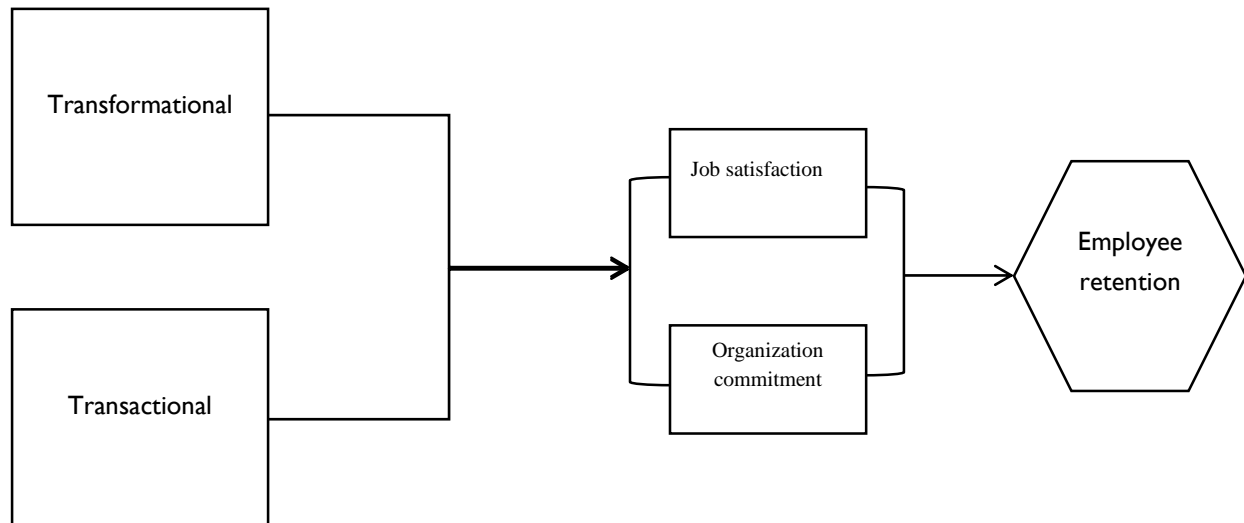
2.5.2 ORGANIZATION COMMITMENT AND EMPLOYEES RETENTION

Committed employee preferred to retain in organization and they feel better for organization and do more work than normal job requirement. Valuable and high skilled employees very important for organization to maintain success and better performance, therefore retention of employees very essential in organization (Mayfield & Mayfield, 2008). Organizations reach goals and increase organization affective commitment to reduction in turnover (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001; Eisenberger et al., 1986; Rhoades et al., 2001; Shore & Shore, 1995). Some organization have misconceptions about employees looking for only monetary advantages from jobs that

assumption already neglected organization must be conscious about organization commitment and retention of employees (Jehanzeb, Rasheed & Rasheed, 2013).

P 5: organizational commitment and job satisfaction impact employees' retention.

Figure 1-Proposed Theoretical Framework

3. CONCLUSION AND MANAGERIAL IMPLICATION

This paper discusses the leadership style and employee's retention by mediating role of job satisfaction and organization commitment. Literature on the variables indicated that transformational leadership and transactional leadership has positive relationship with employee's retention. Transformational leadership and transactional leadership have positive relationship with job satisfaction and organizational commitment. There is positive relationship exists between job satisfaction and organizational commitment and also there is positive relationship exists between job satisfaction, organizational commitment and employee's retention. This paper proposed leadership style mediating by job satisfaction and organizational commitment to help employees to retain in organization for longer period. This conceptual paper will also help to policy makers, leaders, that will know how employee satisfied and committed with organization to reduce turnover and it's also help to leaders to how the creates friendly environment to control employee's turnover.

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