A Study On The Impact Of Transformational Leadership On Employee Retention. Does This Leadership Style Increase Job Satisfaction And Reduce Turnover Intention In The Irish Retail Sector?

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Abstract

In recent years, the retail environment has undergone many changes while becoming increasingly competitive. As emphasis on customer experiences and loyalty increases, employees are becoming the most valuable asset in the retail organisation. Therefore, retaining motivated and engaged employees is more important than ever before.

This study was undertaken to explore the impact of selected leadership styles on employee retention within the Irish retail sector. The lack of previous academic literature related to leadership, job satisfaction and turnover intention within the retail industry was identified and it was apparent that further research was needed. The primary objective of this study consists of measuring the impact of transformational, transactional and laissez-faire leadership styles on employee job satisfaction and turnover intention. By analysing these relationships the researcher aims to identify leadership behaviours which increase employee retention.

The researcher developed a survey which was composed of three previously validated questionnaires; the Multifactor Leadership Questionnaire (MLQ-5x), the Minnesota Satisfaction Questionnaire (MSQ) and the Turnover Intention Survey (TIS-6). A total of 102 respondents took part in this quantitative study which identified that both transformational leadership and contingent rewards (associated with transactional leadership) were positively correlated with high job satisfaction and low turnover intention. Consistent with previous studies, laissez-faire leadership was found to be associated with low job satisfaction and high turnover intention. Findings are further discussed in conjunction with relevant literature.

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Chapter 1: Introduction

The important role of the employee to retail organisations has been acknowledged for many years, however their role has recently become pivotal in the dramatically changing selling environment. In order to remain competitive, retailers are striving to offer memorable and highly personal experiences to entice customers into their store (Gill, V. 2001). According to Herzberg (2005) recruiting and retaining experienced employees stems from a managerial perspective and is more crucial than ever before.

Turnover refers to the voluntary and involuntary loss of people from the workforce, often involving personnel that the organisation doesn't want to lose. Intention to leave can be described as the conscious and deliberate wilfulness of an employee to leave the organisation in the near future (Thakre, N. 2015). Higher employee turnover suggests that organisations lack sufficient retention strategies (Bussin, M. 2018). The increasing cost of training and the impact on business viability resulting from lack of continuity in personnel means reducing turnover intention is critical to the success of an organisation (Thakre. N. 2015).

Employee turnover has been extensively researched in the past due to its severe and valuable consequences on organisations. Retailers are losing critical knowledge and skills when employees leave the organisation resulting in increased training costs and potential loss of revenue (Retaining Employees, 2010). As employees are so vital to performance, employee turnover has become a subject matter that is considered to be one of the most challenging obstacles faced by organisations. Voon et al. (2011) states that the recruitment and development of a new employee to replace a previous employee roughly costs half of the worker's yearly salary. Lost revenues also occur where replacement employees are not as productive as the established employee that has been lost. The general problem is that when retail managers communicate ineffectively it reduces employee satisfaction and as a result negatively impacts employee retention (Madlock, P.E. 2008). Reduced employee satisfaction is found to have a counter-productive impact on the organisation (Aktepe, A. & Ersoz, S, 2012). A previous study carried out by Zheng (2009) concluded that job dissatisfaction influenced employee turnover intention, suggesting that failure to meet the needs of employees can have negative consequences on retention. The connection between turnover intention and low job satisfaction has been confirmed, however employees who report their intention to leave the organisation may not actually do so. Dissatisfied employees who display signs of intention to leave but

remain a part of the organisation may negatively impact the organisation's culture and performance (Mobley, W.H, 1984).

According to Ibec (2020) the retail sector accounts for 14% of employment in Ireland. O'Driscoll (2019) states that the average time spent in a retail position is 4.4 years, however millennials (born 1981 – 1996) stay under 3 years. This has caused significant concern across the retail sector and suggests that initiatives need to be taken to slow turnover intention. O'Driscoll (2019) further states that leaders within the Irish retail sector have failed to provide progressive jobs for employees and have lost experienced staff, time and money associated with rehiring.

Gao (2020) suggests that a correlation is present between leadership style and employee job satisfaction, indicating that certain leadership characteristics such as emphasis on personal development can heavily reduce an employee's level of turnover intention. Bass and Riggio (2006) identify three leadership styles which each have different outcomes on a follower's job satisfaction and individual motivation. Transformational, transactional and laissez-faire leadership styles have been discussed by many authors in recent history. Zheng's (2009) study on the Chinese retail setting found that transformational leadership was linked to lower turnover intention, however there is a gap in the literature relating to the Irish retail sector.

Bass and Riggio (2006) state that transformational leaders influence followers to perform beyond their perceived capabilities through inspirational motivation, idealised influence, intellectual stimulation and individualised consideration. Transactional leadership can be described as a "carrot and stick" approach which promotes follower compliance using rewards and punishments. In contrast, the laissez-faire leadership style provides guided freedom for followers to make their own decisions regarding their work. The laissez-faire leader generally provides their followers with all of the tools necessary to complete their work, however does not directly participate in decision making themselves unless assistance is requested. This study explores the effect of these three leadership styles on employee retention within the Irish retail sector.

Chapter 2: Literature Review

There is a significant volume of literature relating individually to turnover intention, job satisfaction and leadership; however a lack of research exists which links all three aspects together. This literature review aims to identify the links between turnover intention and job satisfaction in general and in relation to the retail environment, while also discussing the impact of selected leadership styles on employee retention.

Employee turnover has been extensively researched in the past due to its severe and valuable consequences on organisations. Turnover intention has been found to be directly linked to low job satisfaction. Previous researchers Hackman and Oldham's (1976), and Herzberg (1959) established job satisfaction theories which state that various factors that are within the control of a leader (internal factors) directly impact an employee's job satisfaction. The following section further discusses the connection between leadership characteristics and job satisfaction, specifically in relation to their impact on employee retention.

Turnover Intention

Turnover intention refers to the voluntary and involuntary departure of employees from the organisation, often resulting in operational disruption. Coode (2013) states that job applicants will be attracted to organisations and leaders whose values are similar to their own and once they have joined the organisation those employees whose values do not fit will either leave voluntarily or be removed involuntarily by the organisation. According to Olubiyi (2019) employee turnover in the retail sector was observed to be 34.7% in 2006 and by the year 2013 that figure exceeded 50%. Retaining key employees is particularly important when organisations compete aggressively for market share, losing key talent costs significantly more than losing an average performer as their contribution is greater and therefore increasingly difficult to replace (Brannick, J. 2001).

Previous research suggests that turnover intention and job satisfaction have an inverse relationship, meaning employees who experience high levels of job satisfaction are less likely to leave their job, while employees who are dissatisfied show a higher intention to leave their job. There are numerous reasons why employees may become dissatisfied and part ways with their organisation. Factors such as pay, working conditions or leader absenteeism all contribute to employee disengagement (Bussin, M. 2018).

Dominguez (2014) states that before employees who are experiencing dissatisfaction officially resign from their position, they usually show negative organisational behaviours. Employers often consider the cost of hiring, training and replacing new staff however they often overlook the poor customer service which can impact customer retention and customer loyalty. Employees often show signs of disengagement for a period of time before they decide to leave. Disengagement occurs over time rather than a happening instantly; it can take days, weeks, months or years to arrive at the decision to leave. Branham (2012) states that during the disengagement process employees are not committed to the achieving organisational goals, they are marginally productive, often absent and frequently work against the objectives of the organisation. Esmaeilpour and Ranjbar (2018) suggest that employees who experience disengagement usually have no commitment to the achievement of customer satisfaction or attainment of organisational goals and visions.

According to Bussin (2018) increased rates of employee turnover lead to the following organisational outcomes:

- Higher costs incurred due to training and development of new hires.
- Reduced profitability.
- Impact on employees, increased workload and lower productivity.
- Reduced employee morale due to the perception that the organisation does not value strategies to retain people.

Intentions to leave have consistently been connected to reduced employee commitment and job satisfaction (Osbourne R, 2015). However, there has been little research done to link turnover intentions and job satisfaction to a certain leadership style. Leaders must recognise the significance of financial and non-financial rewards, however needs differ among individuals and what may motivate one person may not motivate another. Bussin (2018) finds that the baby boomer generation (born 1946 - 1964) are highly motivated by their remuneration, however generation Y (born 1981 – 1996) are most significantly motivated by performance management and career opportunities. Lucas (1985) states that a sense of personal value, relationships with colleagues and meaningful work may also heavily influence an employee's overall job satisfaction. These factors are closely aligned with transformational leadership, suggesting that there is scope to explore the relationship between leadership styles and their contribution to job

satisfaction and turnover intention. Branham (2012) states that by establishing the key drivers of turnover intention in the retail sector solutions can be targeted to engage workers. As a result of this, organisations will see tangible results in the form of reduced turnover costs and increased revenues (Osbourne R, 2015). The next section will discuss some of the key areas which have been identified as factors which contribute to employee turnover.

Employee Onboarding

Harpelund, Hojberg and Nielson (2019) found that more than 25% of all new recruits left their job before reaching one year of service and 46% of first time job seekers who gained employment left the job in the first 18 months. Kotter (1973) confirmed that organisations often experience issues getting new hires "on-board" due to a mismatch in expectations between employee and employer. Kotter (1973) further states that when an individual is recruited there is a psychological contract between the employee and the organisation which states what each expects to receive from their relationship.

If leaders wish to change the trend of discouraging figures they should look beyond the current HR practices which focus on multiple interviews and personality tests (Davila & Pina-Ramirez, 2018). Onboarding refers to the controlling of how new hires are appointed and how their perception of organisational culture is formed (Harpelund, Hojberg & Nielson 2019). Early experiences can have a profound effect on a person's perception of the organisation, the onboarding process should be managed carefully as it often determines a person's future with the organisation.

Employee Development and Career Advancement

Longenecker and Mallin (2019) recognised that personal development programs play a key role in organisational commitment levels among employees. Effective sales leaders understand the importance of coaching and the direct relationship it has with performance. Coaching is associated with behaviour relating to continuous feedback and encouragement (Hosmer, 2015). Leaders who seek to improve sales performance may develop their salesforce through increased coaching and training opportunities. In an organisational culture that encourages customer service initiatives, training and development programs may enhance employee empowerment and provide necessary skills (Gao 2020). Trained salespeople may need to receive periodically updated training in order to fully participate in changing reward systems.

Training and reward systems working in tandem will reinforce employee empowerment and enable the salesforce to provide higher levels of customer satisfaction (Gao 2020).

Although the retail industry is a dynamic economic contributor, there are perceptions that retail management is not a professional occupation. Gunn, Cappuccitti and Lee (2020) found that people's perceptions were often influenced by their part-time work experiences while they were studying and there was evident desire to separate their career from their university experiences. Gunn et al. (2020) also discovered that career guidance counsellors were noted to be a source of knowledge about retail careers, although their perception of potential career progression within the retail sector was limited and often negative.

In a recent study, Jahshan (2016) found that over 25% of UK retail sector employees had considered leaving their job in the previous 12 months due to a substandard working environment, with a further 18% considering leaving due to the lack of career progression. A quantitative study carried out by Raithi & Lee (2015) suggests that turnover intention could be reduced by engaging in strategies such as including workers in the organisation's decision making and engaging in personal growth and development initiatives. The retail industry must take responsibility for these negative perceptions and leaders should strive to craft positive messages of workplace professionalism and opportunity in response. Establishing formalised internship programs and communicating raised educational requirements are instrumental to shaping the perceptions of potential entrants (Gunn et al. 2020).

Building Organisational Commitment

Buchanan (1974) describes organisational commitment as a psychological bond between people and organisations which fosters a feeling of belonging and loyalty. Organisational commitment and job satisfaction are closely correlated, therefore those who experience higher levels of organisational commitment are identified to have lower intentions to leave their job (Buchanan, 1974). This strong desire to stay in the organisation, dedication and acceptance of its goals and values is essential to the survival and effectiveness of the organisation.

It is generally acknowledged that organisational commitment stems from the top down and the level of commitment experienced by an employee is dependent on the leadership characteristics of an organisation's key influencer. Some leaders use a hands-off laissez-faire leadership style

to encourage employees to build commitment through ownership of their work. Transactional leaders are observed to use extrinsic rewards to gain support and achieve organisational goals. In contrast, transformational leaders focus on influencing people to perform beyond expectations by seeing the deeper meaning behind their work (Hartley et al. 2019).

Hill (2016) discovered that employees leave managers rather than jobs, it was found that emotive needs and personal values matter much more than extrinsic rewards such as money. Similarly, Branham (2012) found that 80 to 90% of employees quit due to reasons unrelated to their remuneration but rather to the job, the leader, the culture, or the working conditions. These are described as push factors as opposed to pull factors which take place outside of the organisation, such as a better paying opportunities. Push factors such as lack of personal development, poor relationship with a supervisor and a lack of career advancement opportunities are internal factors that are within the span of control of a manager and losing employees to these reasons is a result of poor leadership (Hill, 2016).

Job Embeddedness

Factors other than employee job satisfaction, organisational commitment and job alternatives are critical to understanding turnover intention. This collection of forces that influence employee retention can be described as job embeddedness (Mitchell et al. 2001). This is distinguished from turnover intention which focuses on the psychological process one goes through when quitting. Mitchell et al. (2001) describes job embeddedness as a construct of three factors:

- **Links** to other individuals, teams and groups in the organisation.
- Perceptions of how employees **fit** with the job or organisation.
- **Sacrifices** that would be made if an employee left their job.

Links are characterised as formal or informal connections between the employee and the organisation. Embeddedness suggests that connections can be social or financial including work or non-work related relationships and that increasing links between person and job derives normative pressure to stay in the organisation (Basheer, 2020). Job embeddedness is closely linked to transformational leadership, Erkutlu and Chafra (2015) state that a positive relationship ones leader contributes to increased job embeddedness. Studies suggest that

empowering leadership, whereby employees are given autonomy and responsibility is found to have a positive effect on the retention of employees (Burrows, Porter and Amber, 2021). Empowering employees helps develop high quality and long-term relationships, encouraging leaders and their employees to exceed their formal responsibilities. Employees who view their leader in this way are less likely to leave an organisation as they would have to sacrifice the benefits associated with their relationship. Furthermore, those who foster high quality relations with their leader are more likely to be provided with resources or benefits which their colleagues who foster low quality relations do not receive (Erkutlu and Chafra, 2015).

After discussing some of the key areas surrounding turnover intention, it is critical to acknowledge that employee empowerment, commitment and development have a positive relationship with job satisfaction. Empowering employees and defining clear career advancement opportunities enhances an employee's belief that they are a valued member of the organisation. The next section explores job satisfaction in more depth and discusses various reward systems which influence employee motivation.

Job Satisfaction

Job satisfaction can be described as an individual's attitudes and feelings towards their employment. Furthermore, individuals who experience high satisfaction are often self-motivated. A positive association between job satisfaction, motivation and employee performance exists (Gao, 2020). Azeez, Jayeoba and Adeoye (2016) state that high job satisfaction is directly linked to a low turnover rate, noting that organisations who wish to create sustainable advantage must invest in human capital. Human capital is defined as the value of an employee's skills, knowledge, experience and well-being (Pease, Beresford & Walker, 2014).

Herzberg (1959) established a two-factor theory also known as motivation-hygiene theory. This is a fundamental theory which is used to examine the relationship between job satisfaction and dissatisfaction. The theory states that there are motivating factors which encourage employees to work harder and hygiene factors which won't encourage employees to increase productivity; however, they may cause job dissatisfaction if they are not present (Gao, 2020).

Prasad and Karumuri (2018) state that job satisfaction is critical in the face to face retail industry where employees are an organisation's greatest asset as their interactions with customers set the tone for a positive or negative experience. In a study conducted by Nielson (2006), it was discovered that 75% of customer purchases were influenced by the service they received by the retail salesforce. Organisations must acknowledge that employees are valuable contributors to their success and establish reward systems that recognise employee contributions to customer relationship management.

Job satisfaction is best described as a combination of psychological and environmental factors that cause a sense of fulfilment and personal motivation. By analysing the different methods of motivation used by leaders we can gain a better understanding of its contribution to job satisfaction and its connection to selected leadership styles.

Intrinsic vs Extrinsic Motivation

Motivation can be described as the psychological process that initiates a behaviour which guides an individual to achieve their goals (Hunter and Cushenbery, 2011). Individuals have a desire to thrive, grow and develop meaningful connections with others (Fowler 2014). However, the world around them is a vital part of the process. Leaders must recognise that if employees are to achieve their full potential, nurturing is required (Fowler 2014). Rewards must be tailored to meet individual needs, as what motivates one employee may not motivate another. In order to nurture employees, managers must identify what specifically motivates individual employees as a study conducted by Meunier and Bradley (2019) found that motivation is relevant to personality. An employee's motivations will change throughout their career which stresses the importance of communication between a leader and follower (Meunier and Bradley, 2019). As employees may be intrinsically or extrinsically motivated, leaders must establish how to encourage employees to increase individual productivity. In conventional terms, intrinsic means "inside the entity," while extrinsic means "outside the entity." When discussing workplace motivation we refer to intrinsic motivation as pleasure derived from an activity, separate from any other factors. Conversely, extrinsic motivation relies on receiving a financial incentive (Locke & Schattke, 2019).

Understanding intrinsic rewards is paramount to driving organisational success. Usually associated with transformational leadership characteristics, intrinsic rewards produce

employee satisfaction through a sense of fulfilment, trust, belonging and purpose (Meunier and Bradley, 2019). These are intangible and psychological rewards that instil a sense of achievement from reaching a desirable outcome, gaining a new skill and playing an important role in a team. Intrinsic motivation can be described as an individual's need to be competent in the absence of external rewards (Gov, 2015). Individuals tend to display behaviours associated with self-motivation when they find tasks to be intrinsically interesting, appealing and enjoyable (Mallin, 2016). When motivated this way employees are likely to increase selling behaviour performance and independently provide creative solutions to problems because it provides them with a sense of personal pride and accomplishment (Mallin, 2006).

In contrast to intrinsic rewards, extrinsic rewards are usually associated with a transactional leadership style as it places emphasis on financial or tangible rewards that are often adopted as methods of increasing employee motivation. Extrinsic rewards are effective short-term motivators, particularly in industries that are sales driven and bonuses are linked to reaching financial goals (Lepper, Henderlong & Gingras, 1999). While a desirable benefits package is essential for attracting top talent it is argued that it does not build organisational commitment and can encourage unethical behaviour such as cutting corners to earn a bonus or to game the reward system (HBR, 2019). Leaders who wish to change employee attitudes and behaviours should not rely on extrinsic rewards as a tool to motivate followers, as once the reward is no longer available employees revert to their old habits (Adair, 2002).

Employees are found to prefer synergistic leaders who provide regular feedback during completion of tasks and recognise achievement in the process (Howieson W. B. 2019). Longenecker and Mallin (2019) suggest that the most effective leaders are those who tailor their approach to motivation and create ownership of desired outcomes. Leaders who work in a sales environment should engage and motivate individual employees using intrinsic and extrinsic rewards to reinforce the importance of employees to the organisation. Be it in the form of financial compensation, recognition or feelings of accomplishment the key is to understand what reward each individual values most and then utilise it (Longenecker and Mallin 2019). The next section discusses Herzberg's two-factor theory, which states that intrinsic and extrinsic factors have differing effects on motivation.

Frederick Herzberg (1959) developed a two-factor theory also known as motivation-hygiene theory. This theory states that intrinsic (motivating) factors will encourage employees to work harder and extrinsic (hygiene) factors will not encourage employees to work harder, however their absence may lead to job dissatisfaction.

Motivational factors are intrinsic in nature and build strong job satisfaction, morale and work output. These factors include achievement, career advancement, the possibility of growth, recognition from ones leader, the work itself and responsibility (Teck-Hong & Waheed 2011).

Hygiene factors are known as maintenance conditions as when they are present they do not increase motivation. However, in their absence they cause dissatisfaction. These factors include company policy, administration, technical supervision, interpersonal relationships, salary, job security , personal life, working condition and status (Prasad & Karumuri 2018).

A study conducted by Winer and Schiff (1980) found that an employee's sense of achievement on completion of a task was the top ranked factor of motivation, followed by feelings of recognition. In contrast to these findings, Teck-Hong and Waheed (2011) found that the communication between manager and employee was a significant source of employee dissatisfaction in US retail stores. Some employees report financial incentives to increase motivation, however financial incentives result in only short-term motivation and fail to change workers attitudes and behaviours in the long term (Kochan, 2002). Herzberg (1959) concluded that motivating factors have a long-term positive effect on performance, in contrast to hygiene factors which lead to short-term performance outcomes.

In summary, this section has primarily focused on the area of job satisfaction and employee motivation. It also introduced the connection between leadership style and job satisfaction through the discussion of intrinsic and extrinsic motivation. The following section will further discuss individual leadership characteristics, identifying a clearer profile of each leadership style.

Leadership

The term 'leader' connotes an image of a powerful individual who commands armies, directs corporate empires or shapes nations. This 'great man approach' assumes that leaders are born with a set of attributes that equip them for positions of power and authority (Howieson W. B. 2019). Leaders set a vision, inspire a sense of purpose and provide mentorship to those they lead, having by far the greatest impact on culture and engagement which revolves around employee retention (Peters, 2019). It is recognised that culture stems from the top down and therefore leaders need to appeal to candidates with hugely differing motivating factors in order to retain talent (McClellan et al, 2017). There have been many leadership studies carried out in an attempt to identify a clear profile of the ideal leader. Some previous literature suggests that leadership can be learned, however imitating a leadership style is not authentic and this behaviour contributes to the deep distrust that exists for leaders (HBR, 2019). Conventional leadership can be described as a person's ability to influence people's contribution towards the attainment of group goals. Leadership effectiveness is most often measured in terms of goal achievement such as an increase in profits, sales or market share. These successes are usually linked to the leader's perceived contribution to the quality of group processes and cohesiveness (Howieson W. B. 2019).

Transformational, transactional and laissez-faire leadership are three widely discussed leadership approaches that have remained relevant since leadership became a topic of interest in the early twentieth century. Bass and Avolio (1995) introduced a full range leadership model containing three various styles of leadership; transformational leadership, transactional leadership and laissez faire leadership. According to Saeed and Mughal (2019) transformational leadership is the most effective leadership style due to its focus on employee involvement, commitment and motivation. Commanding and controlling leaders have been replaced over time by humanistic or transformational leaders who inspire, support and motivate followers through interpersonal influence (Kaiser, McGinnis & Overfield 2012). Transactional leadership can be described as a relationship between leader and follower, facilitated by the use of extrinsic rewards (Saeed & Mughal 2019). Laissez-faire leadership is often compared to a nondirective or passive style of management which Northouse (2016) describes as a complete lack of leadership due to the reduced involvement level of management. Modern day leaders are being urged to move towards a transformational leadership style, which is aimed at developing individuals to internally reflect organisational goals. In contrast to transactional and

laissez-faire leadership, transformational leaders stimulate personal growth, maximise follower performance and inspire followers to achieve extraordinary outcomes.

Laissez-faire Leadership

First developed by Lewin, Lippitt and White (1939), laissez-faire leadership can be described as a nondirective, passive or inactive style of management. There are many contrasting views on the success of this leadership style; while few authors suggest that a hands-off approach encourages employee personal growth through increased levels of autonomy, many argue that this approach is associated with lower job satisfaction (Breevaart & Zacher, 2019). Laissez-faire leadership and transformational leadership are similar in the sense that they both encourage employees to take on a large degree of responsibility in the decision making process, however the transformational leader provides coaching and some level of monitoring while the laissez-faire leader assumes the employee is an expert (Wong & Giessner, 2018). A study conducted by Chen, Zhu and Liu (2021) found that a leaders' sense of being trusted by followers may stimulate benevolent leadership behaviour and subsequent laissez-faire characteristics. Furthermore, leaders who are trusted by employees feel obliged to repay these employees through increased workplace autonomy.

Yang (2015) describes the laissez-faire style of leadership as one that promotes faster decision making, provides the employee with freedom to innovate and also encourages the use of one's creativity when solving problems. However, laissez-faire leadership assume that employees are highly specialised experts who are internally motivated as few rules are set before work is delegated to subordinates. The laissez-faire leadership style is applicable to very few scenarios as most employees require some level of coaching or monitoring. A lack of coaching and monitoring may lead to a very unproductive and unskilled workforce (Alatawi, 2017). While laissez-faire leaders do not interfere with the day to day operations of the organisation, they are available to offer support and guidance when requested (Yang, 2015). The leader uses guided freedom by providing all of the resources necessary to achieve organisational goals but does not directly participate in the process of attaining these goals.

According to Northouse (2016) this leadership style assumes:

- Followers are highly skilled, experienced and self-motivated.
- Followers are experts, often displaying more knowledge of the situation than the leader.
- Followers are trustworthy.

Northouse (2016) critiques this leadership style and describes laissez-faire leaders as individuals who abdicate responsibilities and avoid making decisions. This leadership style has been associated with lower productivity and lower employee satisfaction than transformational and transactional leadership styles. Previous research suggests that the laissez-faire approach is actually leadership avoidance and that followers perceive leaders who display these characteristics to be less effective. Breevaart and Zacher (2019) found that the most dissatisfying outcome of laissez-faire leadership was a lack of trust between leader and follower due to unmet expectations of the follower. When conditions are dissatisfying, employees often perform their undertaking inadequately and consider other employment options (Alatawi, 2017).

Transactional Leadership

According to Burns (1978) a leader who implements a transactional leadership style focuses on the role of supervision and group productivity, ultimately motivating employees using contingent rewards in exchange for specific task engagement and performance. Transactional leadership refers to leadership behaviours which reiterate and clearly define task requirements, this provides followers with financial rewards dependent on the achievement of agreed commitments (Camps and Torres 2011). Burns (1978) argues that the relationship does not go further than the exchange of esteemed benefits.

Camps and Torres (2011) suggested that employees who value extrinsic rewards would be attracted to task-oriented leaders. Furthermore, Camps and Torres (2011) state a positive relationship exists between transactional leadership and organisational commitment. It is suggested that when employees receive a financial reward upon task completion, short-term psychological fulfilment is experienced. Bass (1985) found that financial rewards were linked to increased employee job satisfaction in the short-run. Contingent rewards are suggested to generate a perception of legitimacy and authenticity between leader and follower. Leaders who

engage in contingent reward behaviours should first establish a foundation, acknowledge employee involvement through rewarding and then use these to achieve mutual objectives (Densten, 2006).

Bass (1985) argues that this leadership style should only be considered for the achievement of short-term goals as transactional leadership styles are not sustainable due to their dependency on incentives. Many scholars argue that solely using extrinsic rewards has a negative effect on intrinsic motivation, subordinates come to frequently expect extrinsic rewards and if not received motivation may be negatively impacted. Intrinsic rewards have a greater influence on an employee's commitment to the organisation as the rewards themselves positively impact the individual's psychological needs rather than their basic financial needs. Hansen and Thingvad (2019) argue that a negative relationship exists between transactional leadership and employee performance as extrinsic rewards displace intrinsic motivation. It is observed that verbal rewards for satisfactory performance do not have the same displacing effect on motivation, instead they enhance feelings of competence and reinforce the behaviours supported by the manager (Hansen and Thingvad, 2019). A study conducted by Kulikowski and Sedlak (2020) found that there was no significant evidence to suggest that salary or monetary benefits increased employee motivation, indicating that employees are instead motivated by higher order needs such as meaningful work and purpose.

The following section discusses transformational leadership, a leadership style which emphasises the importance of activating higher order needs.

Transformational Leadership

First introduced by Burns (1978) and further developed by Bass and Riggio (2006), transformational leadership refers to behavioural efforts to inspire individual employees by activating their higher order needs (Hartley et al. 2019). A broad study conducted by Alatawi (2017) found that a negative correlation exists between transformational leadership and turnover intention. This suggests that leaders who foster transformational behaviours can expect an increase in employee retention, improved performance and a reduction in costs. Similarly, Vinno (2020) found that productivity and job satisfaction have a strong relationship with low turnover intention and as a result of transformational leadership the employee feels that they have a vested interest in the organisation.

Leaders engage in transformational behaviour because they are genuinely concerned about cognitively challenging their followers to stimulate personal growth and development (Breevaart & Zacher, 2019). Burns (1978) argued that to achieve optimal productivity, managers must lead by example and inspire employees (Brown & Moshavi, 2005). Challenging individuals to take greater responsibility for their work and aligning tasks to the strengths of individuals has a positive impact on job satisfaction and commitment to the organisation (Bass & Riggio 2006). In order to contribute to desirable organisational outcomes, employees must foster a shared understanding of what organisational goals are. Therefore, it is the role of a transformational leader to develop and communicate a vision which encourages employees to achieve organisational objectives (Hartley et al. 2019). Venera (2019) describes a transformational leader as a "reservoir" of positive emotions that has the ability to increase performance through stimulating employee growth and inspiration.

Enhanced motivation, morale and commitment to the organisation are products of four behavioural characteristics which are unique but inter-related that construct transformational leadership. Rothfelder (2012) states that leaders who employ one or more of these components achieve better performance. Bass and Avolio (1995) identify these four components of transformational leadership:

1. **Idealised influence** is broken into idealised **'behaviour'** and idealised **'attribution,'** which refers to leaders who gain follower commitment by creating a sense of admiration and loyalty. This relationship is used to foster commitment to achieving a common objective.

2. **Inspirational motivation** describes a leader who stimulates the motivation of followers outside their presumptions in order to achieve both personal and organisational goals through the communication of an appealing vision.

3. **Intellectual stimulation** refers to the empowerment of followers in the problem solving process, encouraging followers to solve problems using creativity and innovation.

4. **Individualised consideration** refers to a leader who pays attention to well-being and concerns on an individual basis. This can be displayed through empathy, mentorship and coaching with the goal of developing the skillset of the individual follower.

Leaders who display transformational leadership qualities can increase employees awareness of the need to achieve organisational goals (Gao 2020). Further, Gao (2020) states that

transformational leadership has been regularly linked to heightened sales performance , fostering successful customer relationships, organisational commitment and customer oriented selling. According to Anderson and Huang (2006) companies who empower their employees will experience increased loyalty from both their workers and their customers. Transformational leadership theory argues that employees who perceive that their leader to value them and provide them with appropriate autonomy feel more positively about their role within the organisation. Han et al. (2016) stresses the importance of empowering employees through the sharing of information about the organisation's performance with front-line employees. However, employees must be trained to use this information to make better decisions and accept the wider perspectives and responsibilities that come with access to this data. Shared information such as profits by products may improve employees decision making and contribute to improved organisational performance (Phong, Hui & Son, 2018).

Goleman (2017) states that transformational leaders share one common characteristic known to be 'Emotional Intelligence' (EI). Emotional intelligence is described as the ability to understand and manage one's emotions and the emotions of others (Goleman, Boyatzis & McKee, 2001). Furthermore, Goleman (2017) suggests that leaders who possess certain elements of emotional intelligence are more likely to engage in effective leadership behaviours due to their understanding of social contexts and emotional states. Therefore, emotionally intelligent leaders choose behaviours that are more consistent with dimensions of transformational leadership (Brown & Moshavi 2005). Transformational leaders use emotional intelligence to enhance their ability to set direction and produce change, which has become an increasingly important element of management as the environment has become more competitive and volatile (Kotter, J.P. 2019).

Goleman (2017) states that there are five competencies of emotional intelligence which facilitate transformational leadership:

1. **Self-Awareness** is the ability to read your own emotions, know your strengths from weaknesses and feel confident in your self-worth. Goleman (2001) suggests that it is the most essential aspect of emotional intelligence.

2. An emotionally intelligent leader is **self-regulated**, they have the ability to control their disruptive or stressful emotions, acting with honesty and integrity. (Goleman, Boyatzis & McKee 2001).

3. **Motivation** is a key trait that is evident in all effective leaders, they are highly driven by the desire to achieve for the sake of achievement over the extrinsic rewards such as a big salary (Goleman 2017). Fowler (2014) suggests many salespeople are often mistaken for being motivated because they appear to meet their targets, however those who work hard just to receive a bonus payment are not truly motivated.

4. **Empathy** is defined by Goleman (2017) as the easily recognizable ability to understand the emotional makeup of others. Empathy is particularly important in the retention of talent. Coaching and mentoring result in increased job satisfaction and reduced turnover. This is most effective when the mentor understands the mindset of the staff member and the nature of the feedback is constructive (Goleman 2017).

5. **Social skills** are important competencies for managing relationships, resolving conflict and building strong personal bonds. Resonant leaders use social skills to communicate their enthusiasm. Goleman (2001) states these leaders to be rare as most suffer through toxic leadership and upsetting behaviors.

Longenecker and Mallin (2019) state that emotional intelligence is the key characteristic of a transformational leader. Transformational leaders possess strong interpersonal skills and the ability to connect with their staff, manage emotions, listen and share information effectively which inspires followers to perform beyond expectations (Breevaart & Zacher, 2019).

Although there is substantially more literature to support transformational leadership than there is to support the transactional or laissez-faire leadership styles, there are also some criticisms about this leadership style. O'Reilly and Chatman (2020) describe the transformational leader as fitting the American Psychiatric Association classification for narcissistic personality disorder; often grandiose, entitled and manipulative in their behaviour. Idealised influence is one of the most criticized components of transformational leadership, as leaders who are highly charismatic may misuse their power, display excessive confidence and often deny failures (Yukl, 2006). Lin, Scott and Matta (2019) argue that transformational leaders produce many gains for followers, however this leadership style may have negative outcomes for the leader such as increased emotional exhaustion and subsequent leader turnover.

A review of the literature has identified that leadership is a significant factor which influences employee retention. However, it is acknowledged that the retail industry requires further investigation as to what extent these leadership characteristics can impact employee job satisfaction and turnover intention.

Chapter 3: Research Aims and Objectives

The primary objective of this research is to explore the "impact of transformational leadership on employee retention."

The question has three aspects, leadership, turnover intention and job satisfaction. The significant costs associated with employee turnover in the retail sector highlight the importance of reducing employee turnover. Through a quantitative approach the researcher first seeks to explore the relationship between job satisfaction and turnover intention. Once this relationship has been established, the researcher can explore the impact of a transformational leadership style on job satisfaction and turnover intention.

Research Question 1

Are turnover intention and job satisfaction negatively correlated?

Hypothesis 1.1

There is a significant negative correlation between turnover intention and job satisfaction.

Research Question 2

Do those who perceive their leader to have transformational leadership characteristics report high levels of job satisfaction and low levels of turnover intention?

Hypothesis 2.1

There is a positive correlation between the transformational leadership style and job satisfaction and a negative correlation between transformational leadership and turnover intention.

Sub Research Question 1

Do those who perceive their leader to have transactional leadership characteristics report low levels of job satisfaction and high levels of turnover intention?

Sub Hypothesis 1.1

There is a negative correlation between the transactional leadership style and job satisfaction and a positive correlation between transactional leadership and turnover intention.

Sub Research Question 2

Do those who perceive their leader to have laissez-faire leadership characteristics report low levels of job satisfaction and high levels of turnover intention?

Sub Hypothesis 2.1

There is a negative correlation between the laissez-faire leadership style and job satisfaction and a positive correlation between laissez-faire leadership and turnover intention.

Chapter 4: Research Methodology

Introduction

The following section explores the methodological approach that was undertaken for this research study and the specific methods that were used to gather data. Further, it seeks to demonstrate why a quantitative method was appropriate to the context of this study. Bryman (2008) states that the choice of research method is critical to the outcomes and findings of the study and inappropriate methods may weaken the validity of the research.

Methodology describes how research should be undertaken, including an outline of the procedures used to systematically gather and process data. The researcher took a systematic approach to this study to ensure that any data collected was analysed effectively. This study was guided by the 'Research Onion' structure which consists of six layers, prompting the researcher to work from the outer layer towards the centre (Saunders, Lewis & Thornhill, 2009). As stated by Saunders, Lewis and Thornhill (2009) the 'Research Onions' layers from outer layer to centre include:

- Research philosophy.
- Research approach.
- Research strategies.
- Research choice.
- Research time horizon.
- Research techniques and procedures.

The following section outlines the approach taken by the researcher, using the 'Research Onion' as a guide throughout.

Research Philosophy

A research philosophy is derived from the formation of personal beliefs and assumptions on a particular subject (Saunders, Lewis, Thornhill 2009). This findings of this study aim to provide new knowledge about the area of employee retention, therefore it is important that the researcher possesses an understanding of the existing literature.

Understanding the research philosophy was critical to establishing the research question, identifying that a quantitative method was suitable to conducting this study and interpreting the findings. Saunders, et al. (2009) state that researcher's beliefs and assumptions are formed by their perception of their environment, with these views greatly affecting the research strategy and methodology chosen by the researcher.

According to Crossan (2003) there are three philosophical approaches that can be adopted by a researcher, i.e. *epistemology, ontology and axiology.*

Epistemology relates to the knowledge which human beings possess, how it is formed and the legitimacy of its nature. It seeks to create a clear distinction between true knowledge and false knowledge.

Ontology establishes the relationship between individuals and other factors of the environment. Ontology is divided into two important aspects, objectivism and subjectivism. Objectivism is based on the idea that reality can be increasingly clear through the collection of more complete information. Subjectivism on the contrary, perceives that social phenomena are created from a set of perceptions and feelings, with reality or truth being open to several objections. Objectivism is aligned with quantitative research, which uses numerical statistics to make connections between variables.

Axiology studies seek to establish the nature of value and valuation. Distinction between intrinsic and extrinsic value is central to axiology. An experience may be said to be intrinsically valuable, while extrinsic value by contrast is ascribed to objects that are valuable as a means to something else.

Sampling

Prior to beginning any research, the relevant population must be identified. A subset must then be found from the population, which will be the sample used to conduct this research. Quinlan (2011) suggests that the sample selected from the population relevant to this study, should present insights that are identifiable of the greater population. The population of a study is all items, objects and individuals that are relevant to the research (Saunders et al. 2009). The entire

population is not studied due to the time, cost and impracticality that would exist in such circumstances (Saunders et al. 2016).

There are two central sampling methods to conducting any research; probability and non-probability sampling (or purposive). This quantitative research is using non-probability sampling as many of the population selected in the sample are known to the researcher and not all members of the population have an equal opportunity to be selected (Quinlan 2011). Due to Covid-19 restrictions, all non-essential retail organisations were forced to close at the time of this research and the majority of these organisations placed their employees on temporary layoff periods. The researcher purposefully selected three organisations within the Irish retail sector to use as a sample population, two of which were 'essential' retail outlets and one was a 'non-essential' retail outlet which the researcher gained access to through personal contacts. The total sample size included 102 (N=102) participants of which the age, gender and experience in the retail sector were collected.

Research Design

The approach layer of the 'Research Onion' requires the researcher to either generate a new theory based on empirical data (inductive) or test existing theories through your own research (deductive) (Saunders et al. 2009). This research will be conducted using a deductive approach through the distribution of validated questionnaires as the researcher has formulated a hypothesis based on previous research which is subject to empirical scrutiny (Bourke, Kirby & Doran 2016). The questionnaire used in this study contains a set of carefully placed statements which contain multiple choices answers.

Quantitative Approach

Data can be collected either through numerical analysis (quantitative) or non-numerical analysis (qualitative). This research will be conducted using a quantitative method, involving the collection of numerical data from a large population and analysing it to find patterns.

Quantitative research is often used to explore the causes of changes in social facts through the objective measurement of data from a large sample group. It is also described as an exploration of a social or human problem which tests a theory containing a variety of variables (Creswell, 2014). This study seeks to find the correlation between leadership style and turnover intention.

To achieve this abstract concepts such mood and emotions will be translated to observable and quantifiable measures through the use of rating scales. Through the research of previous studies carried out by Liu (2013) and Harash (2010) on turnover intention, job satisfaction and leadership style, the researcher identified quantitative research to be the most suitable method of conducting this study. These studies collected data related to close-ended information as there were fewer variables involved and provided the researcher with improved accuracy and objectivity. Using this approach, the researcher is unlikely to influence the outcome of the study through their personal values.

Quantitative research is the opposite to qualitative which seeks to collect non-numerical data. The researcher did not choose this method as it relies on the interpretation and experience of the researcher as data can be difficult to analyse, and it is also not suitable for large sample sizes. This study aimed to collect a large sample size as smaller groups may not give a true reflection of the views of the greater population. This research method is also open to researcher bias in the respondent selection process and in the subjective nature of researcher interpretivism. This means that primary data generated in qualitative studies cannot be generalised due to the impact of the researcher's personal values.

Using Questionnaires for Research Collection

It was identified through the review of previous studies on the area of leadership, job satisfaction and turnover intention conducted by Liu (2013) and Harash (2010) that questionnaires were a suitable method to conduct this research. Questionnaires are designed to obtain data from large sample sizes in a short space of time, making them highly effective in these large scale research projects.

A key advantage of questionnaires is the option to participate in the study anonymously, providing the researcher with honest feedback. Anonymity is particularly important in this study as it requires the respondent to report on their leader's behaviours. In the absence of anonymity the respondent may be influenced to provide inaccurate feedback. Questionnaires also reduce the risk of researcher bias influencing the study, the researcher is not required to interpret data the same way he or she would in receiving qualitative information from an interviewee. This method of data collection is also quite rapid in comparison to other methods, making it a suitable tool to conduct research in the limited time provided.

Gathering data through the use of questionnaires also has its weaknesses in relation to this study. It can be difficult to obtain a large sample size, particularly while many retailers are closed due to Covid-19 restrictions. It is also difficult to know if respondents have provided honest feedback as with many questionnaires participants answer questions without giving much thought (Quinlan, 2011). Questions must also be clear as there is no researcher present to clarify any issues. All research methods have strengths and weaknesses, this must be considered when collecting and analysing any data.

Questionnaire Design

Through the investigation of a previous study conducted by Harash (2010) it was identified that the Multifactor Leadership Questionnaire short (MLQ-5x) developed by Bass & Avolio (1995) is an effective instrument that can be used to research transformational, transactional, and laissez-faire leadership styles. Harash (2010) used the MLQ-5x to acquire the perceived leadership style of one's manager in a study that explored the relationship between leadership style and job satisfaction in the context of educational leaders. The questionnaire contains 45 items that are used to measure key leadership and effectiveness behaviours which are strongly linked with both individual and organisational success.

Table 1.

Subscales for Leadership styles	Items from the MLQ-5x that measure the subscale	Scoring Method
1. Idealized Influence (Attributes) (IIA)	10, 18, 21, 25	Sum of items divided by 4
2. Idealized Influence (Behaviours) (IIB)	6, 14, 23, 34	Sum of items divided by 4
3. Inspirational Motivation (IM)	9, 13, 26, 36	Sum of items divided by 4
4. Intellectual Stimulation (IS)	2, 8, 30, 32	Sum of items divided by 4
5. Individualized Consideration (IC)	15, 19, 29, 31	Sum of items divided by 4
6. Contingent Reward (CR)	1, 11, 16, 35	Sum of items divided by 4
7. Management by Exception: Active (MBEA)	4, 22, 24, 27	Sum of items divided by 4
8. Management by Exception: Passive (MBEP)	3, 12, 17, 20	Sum of items divided by 4
9. Laisse-faire (LF)	5, 7, 28, 33	Sum of items divided by 4
Outcomes of leadership	**Items from the MLQ-5x that measure the outcomes of leadership**	**Scoring Method**
10. Extra Effort (EE)	39, 42, 44	Sum of items divided by 3
11. Effectiveness (EFF)	37, 40, 43, 45	Sum of items divided by 4
12. Satisfaction (SAT)	38, 41	Sum of items divided by 2

The subscales 1-5 measure perceived transformational leadership characteristics, subscales 6-7 measure perceived transactional leadership characteristics, and subscales 8-9 measure perceived passive/avoidant leadership characteristics. Subscales 10-12 measure outcomes of these leadership styles, however the researcher used the Turnover Intention Scale (TIS) and the Minnesota Satisfaction Questionnaire (MSQ) to measure the outcomes of these leadership styles and obtain more reliable data. Subscales 10-12 were kept in the questionnaire as removing them could possibly impact the validity and reliability of other subscales. A 5-point scale to rate the frequency of the leaders perceived behaviour was used where 0 = not at all, 1 = once in a while, 2 = sometimes, 3 = fairly often, 4 = frequently, if not always.

It was identified that Bothma and Roodt's (2013) turnover intention scale (TIS) was an appropriate scale to measure turnover intention. The shortened version of this scale (TIS-6) was established to measure turnover intentions reliably, significantly distinguishing employees who intended to leave the organisation from those who wish to stay (Bothma & Roodt 2013). Similar to the multifactor leadership questionnaire, this questionnaire uses a 5-point Likert scale. The TIS-6 uses 6 questions to establish an employee's attitude towards their intention to leave their job, with a score of 1 indicating low turnover intention and a score of 5 indicating high turnover intention. Questions 2 and 6 are reverse coded, meaning the numerical scale runs in the opposite direction and a score of 5 on these questions indicates low turnover intention. This is a common validation technique used when obtaining data using a Likert scale.

The Minnesota Satisfaction Questionnaire (MSQ) was first formulated by Weiss et al. (1967). This instrument has been regularly used due to its reliability and validity. Job satisfaction is a measurable psychological construct that describes an employee's attitude towards workplace conditions. Consistent with the previous questionnaires, this questionnaire also uses a 5-point Likert scale where 1 = not satisfied, 2 = somewhat satisfied, 3 = satisfied, 4 = very satisfied, 5 = extremely satisfied. The MSQ includes 20 questions which are summed and then divided by 20 obtain an average satisfaction score, capturing an employee's satisfaction towards their job at a point in time.

The three questionnaires used in this study were intentionally structured in a certain order by the researcher in an effort to reduce the congruency bias of the participant. Congruency bias is the tendency of respondents to repeat their initial belief in an effort to be consistent, neglecting to prove the alternative hypothesis.

Reliability, Validity and Bias

Reliability refers to consistency of a research instrument, meaning the extent to which it provides the same result when inputs remain the same (McBurney, 1998). Reliability can be subdivided into internal and external reliability. Internal reliability is aligned with a qualitative approach and as it is more relevant to the consistency of questions that may be asked during an interview. A standardised structure must be considered to reduce the risk of deviation over the duration of the interview resulting in greater reliability of data. Saunders et al. (2009) found

that results may differ if this research method was to be repeated. For this reason the researcher chose to conduct this research using methods more pertinent to external reliability.

External reliability is aligned to quantitative research, as the results are more likely to be unchanged should this study be repeated. In terms of collecting the opinions of respondents, reliability becomes more difficult as opinions can change, however the questionnaire method asks respondents the same questions through repeated rounds. The reliability of this study was measured using the Cronbach's alpha reliability value. This is a measure of internal consistency which gauges how closely related a set of results are grouped, as the average inter-item correlation increases (measured from 0 to 1), the Cronbach's alpha also increases.

The five Cronbach alpha reliability coefficients ranged in size from $a = .546$ to $a = .969$. With the exception of the MLQ-5x Transactional Leadership score ($a = .546$), all coefficients showed acceptable levels of reliability (McMillan & Schumacher, 2006). Previous literature suggests that a score of 0.7 or higher indicates a reliable scale (McMillan & Schumacher, 2006).

Validity is impacted by researcher bias, this is determined by factors that influence the researchers knowledge or assumptions while respondent bias refers to responses or feedback that are presented to the researcher by the respondent that may be untrue. Researcher bias is more relevant to a qualitative study due to the involvement of the researcher during the data collection process. The researcher should be aware of their own viewpoints and influence this may have when collecting any data (Kirk & Miller 1986).

Ethics and Confidentiality

Saunders et al. (2019) defines ethics as the standard of behaviour that guides a researcher in relation to the rights of any participants who could be potentially affected by conducting the research. Consideration must be given to each respondent who participates in the questionnaire section of the research. Transparency is a key aspect of any research study, any elements of the research that may directly or indirectly affect the participant must be clearly communicated to them in advance.

Consent

It is advised that all participants are provided with any information relevant to the research and interpretation of the data (Saunders et al. 2009). All participants were notified of the purpose and their contribution to this research. A letter of consent (appendix A.) accompanied each questionnaire to receive informed consent. Informed consent allows participants to make an educated decision on their participation in the research. Due to the sensitive nature of some data collected, the letter of consent included information related to confidentiality and anonymity of participants. Each individual had the right to withdraw from the research at any point during their participation.

Confidentiality

Anonymity is critical to this study as participants are required to share information which may be sensitive in relation to their employer or manager. Any responses that were collected are only disclosed to the researcher, the research supervisor and the examiner. This provides the respondent with an opportunity to provide real and honest feedback without the fear of their feedback being traced back to their identity. Anonymous research leads to richer information and increases the validity of the study.

Pilot Study

A pilot study is a critical element which takes place prior to the commencement of any research study (Creswell, 2014). The pilot study relating to this research highlighted that there were gaps present in the original questionnaire design and modifications were required. The initial pilot study indicated that an additional questionnaire should be introduced to gather data on respondent's job satisfaction in addition to their turnover intention. Analysing job satisfaction as an additional variable to turnover intention enhanced the reliability of the overall results.
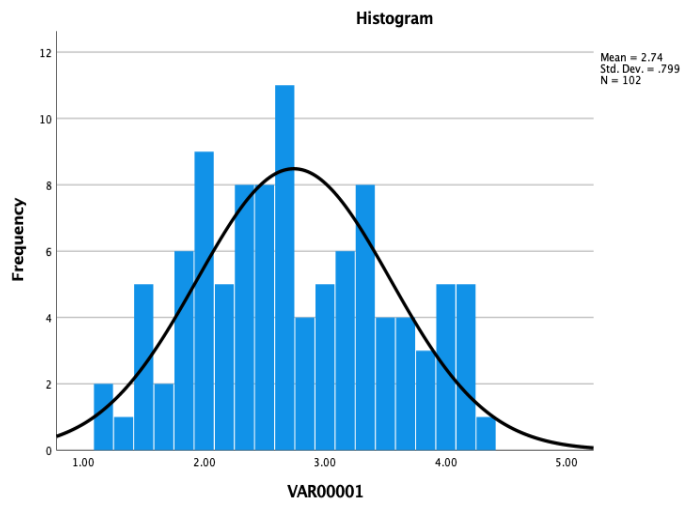
Data Analysis Method

The Statistical Package for Social Sciences (SPSS) was used to analyse the data collected in this study. Pearson's correlation coefficient measured the relationship between the average scores collected from the three questionnaires used in this study. Correlation coefficients provide the researcher with an indication of the linear relationship that exists between two variables. This can be used in inferential tests of hypothesis (Kader & Franklin, 2008). This method of analysis provides the researcher with a value between -1 and 1. A score of -1

indicates that a perfectly negative correlation exists between two variables, while a score of 1 indicates perfectly positive correlation exists between two variables. Harash (2010) used Pearson's correlation in a similar study which explored the impact of leadership style on job satisfaction, with this method of measuring the association between two variables being recognised as the best tool as it is based on the methods using covariance analysis.
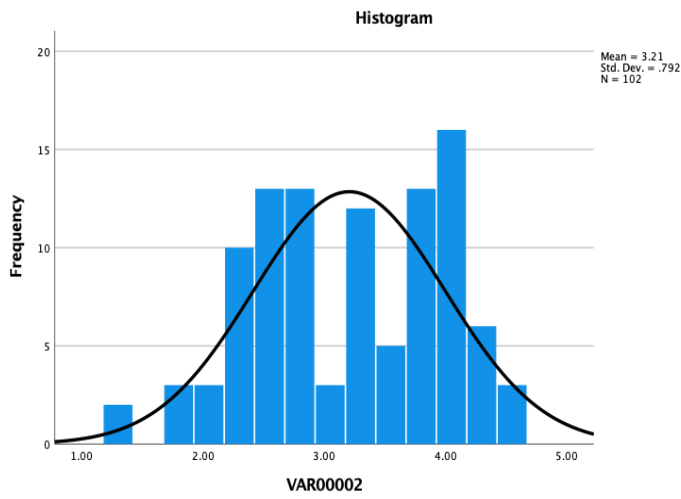
Pearson's correlation was used in this study to explore whether a correlation was present between levels of turnover intention and job satisfaction. This method was also used to identify if a statistical relationship was present between the selected leadership styles (transformational, transactional and laissez-faire) and employee retention. Correlation tests were used to (a) determine if there was a relationship between job satisfaction and turnover intention, (b) determine if there was a relationship between transformational leadership, job satisfaction and turnover intention, (c) determine if there was a relationship between transactional leadership, job satisfaction and turnover intention, (d) determine if there was a relationship between laissez-faire leadership, job satisfaction and turnover intention. This study will perform null hypothesis significance testing. A null hypothesis offers that there is no difference between certain characteristics of a population.

Statistical hypothesis testing requires several assumptions including the measurement of the variable, method of sampling, shape of the distribution and the sample size. Normality assumes that the continuous variables to be used in the analysis are normally distributed, meaning that most values are clustered around the central region and taper off as they move further from the centre. Histograms should be bell shaped if they indicate normal distribution is present. It is important to test that data is not skewed before using it to test a hypothesis. If a graph is symmetrical (bell shaped) around the mean it is assumed that the data is normal. Most of the values in the below graphs tend to cluster around the mean, the further a value is from the mean indicates the less likely it is to occur. This would suggest the data can be interpreted as normal.
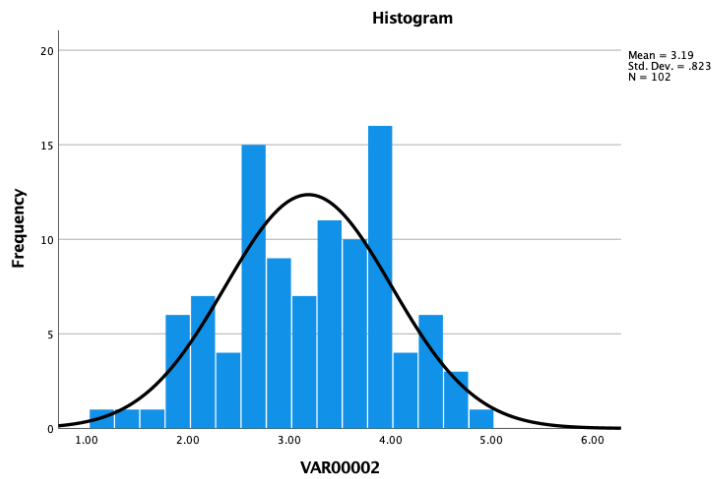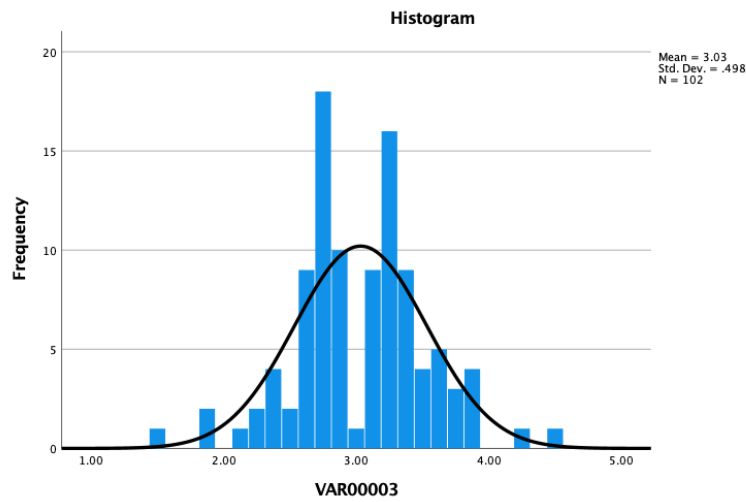
Turnover Intention (TIS-6)

Histogram

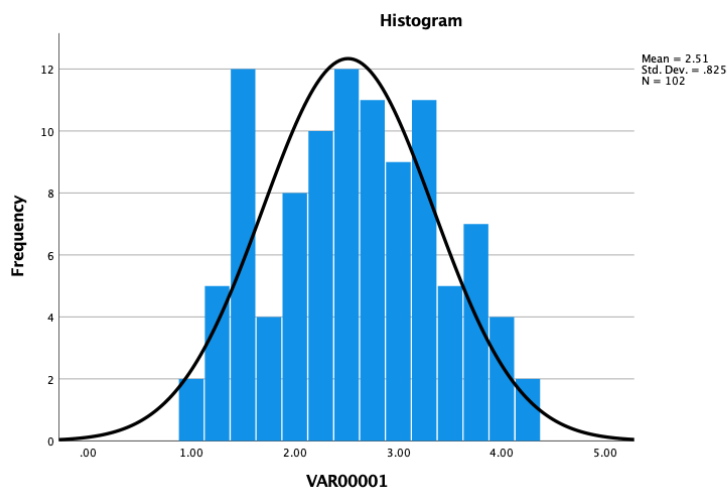Mean = 2.74
Std. Dev. = .799
N = 102

Job Satisfaction (MSQ)

Histogram

Mean = 3.21
Std. Dev. = .792
N = 102

Transformational Leadership (MLQ-5x)

Histogram

Mean = 3.19
Std. Dev. = .823
N = 102

Transactional Leadership (MLQ-5x)

Histogram

Mean = 3.03
Std. Dev. = .498
N = 102

(X-axis: VAR00003, Y-axis: Frequency)

Laissez-Faire Leadership (MLQ-5x)

Histogram

Mean = 2.51
Std. Dev. = .825
N = 102

(X-axis: VAR00001, Y-axis: Frequency)

Limitations

There were limitations to this study, including the way in which the sample was selected due to Covid-19 restrictions, and the nature of a quantitative study.

Due to the restrictions around Covid-19, the closure of all non-essential retail outlets and the layoff of many retail workers, the researcher could only distribute questionnaires to organisations within the retail sector to which the he had a personal connection with. Anonymity was paramount to the data collection for this reason. If there was more time and

non-essential retail stores were open the researcher would have selected a greater number of organisations through which to conduct the study.

By its nature, a quantitative study is designed to indicate clear answers through survey responses while a qualitative study requires a researcher to draw conclusions to data collected which is subjective to how answers are perceived. In contrast to quantitative research, qualitative provides the researcher with an opportunity to further discuss any issues that may arise during an interview.

Chapter 5: Analysis of Findings

The purpose of this research was to determine if transformational leadership styles of retail sector leaders is related to increased levels of job satisfaction and decreased levels of turnover intention in the Irish retail sector. This chapter will review the data that was collected to establish the relationship between leadership style and turnover intention.

Demographic Information

This study collected data from 102 respondents.

Gender:

- 62% were male.
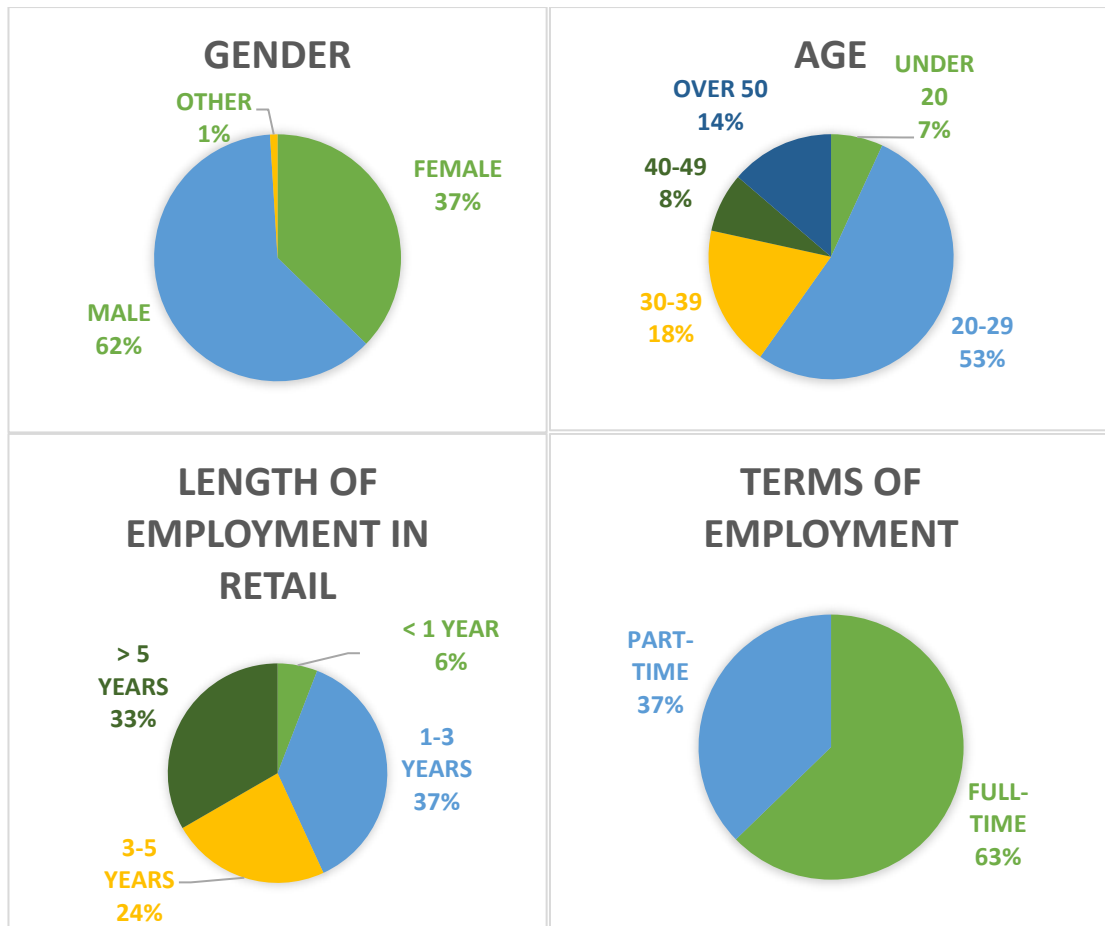- 37% were female.
- 1% were other.

Age:

- 7% were under 20 years old.
- 53% were 20-29 years old.
- 18% were 30-39 years old.
- 8% were 40-49 years old.
- 14% were over 50 years old.

Length of employment in retail:

- 6% were employed for under 1 year.
- 37% were employed for 1-3 years.
- 24% were employed for 3-5 years.
- 33% were employed for over 5 years.

Terms of employment:

- 63% were in full-time employment.
- 37% were in part-time employment.

GENDER

OTHER 1%
FEMALE 37%
MALE 62%

AGE

OVER 50 14%
UNDER 20 7%
40-49 8%
30-39 18%
20-29 53%

LENGTH OF EMPLOYMENT IN RETAIL

> 5 YEARS 33%
< 1 YEAR 6%
1-3 YEARS 37%
3-5 YEARS 24%

TERMS OF EMPLOYMENT

PART-TIME 37%
FULL-TIME 63%

Reliability and Characteristics of Scales

Table 2 below displays the psychometric characteristics of the Turnover Intention scale (TIS-6), Minnesota Satisfaction Questionnaire (MSQ) and the three leadership style scores used in this study. The five Cronbach alpha reliability coefficients ranged in size from $a = .546$ to $a = .969$. With the exception of the MLQ-5x Transactional Leadership score ($a = .546$), all coefficients showed acceptable levels of internal reliability (McMillan & Schumacher, 2006). The Cronbach alpha coefficient was included in Table 2 to determine the extent to which the scales used provide adequate internal reliability, with previous literature suggesting that a score of 0.7 or higher indicates reliability (McMillan & Schumacher, 2006).

The reliability of the Turnover Intention Scale (TIS-6), the Minnesota Satisfaction Questionnaire (MSQ) and Multifactor Leadership Questionnaire (MLQ-5x) were analysed using Cronbach's Alpha. As seen in table 2, the Minnesota Satisfaction Questionnaire (MSQ) and the Transformational Leadership Scale on the MLQ-5x show the highest reliability scores of $a = .969$ and $a =. 964$ respectively. As each of these two questionnaires contain 20 items it

could be suggested that some items on the scale are redundant, meaning they are testing the same question but in a different guise. In contrast, the Transactional Leadership Scale on the MLQ-5x has an unnacceptable score of $a = .546$. Harash (2010) found a similar transactional leadership reliability score when using the same questionnaire, this lower reliability score could be attributed to the fewer number of items on the questionnaire which are related to this leadership style. McMillan & Schumacher (2006) state that this poor reliability score indicates inconsistency and that some items are not representative of the domain of behaviour.

Table 2.
Psychometric Characteristics for Selected Scale Scores
M = Mean
SD = Standard Deviation

Scale	Number of Items	M	SD	Low	High	Alpha
Turnover Intention Scale (TIS-6)	6	2.74	.799	1.00	5.00	.884
Minnesota Satisfaction Questionnaire (MSQ)	20	3.21	.792	1.00	5.00	.969
Transformational Leadership Style (MLQ-5x)	20	3.19	.823	1.00	5.00	.964
Transactional Leadership Style (MLQ-5x)	8	3.03	.498	1.00	5.00	.546
Laissez-faire Leadership Style (MLQ-5x)	8	2.51	.825	1.00	5.00	.880

N = 102

Using Pearson's correlation, Table 3 and Table 4 display correlation of the MLQ-5x leadership style scores with turnover intention and job satisfaction. Although they are analysing the same data , correlation is slightly higher in Table 3 than Table 4 due to the amount of items tested in each scale. Pearson's correlation becomes stronger as the total items tested on the scale increases.

Table 3.
Intercorrelations for the MLQ-5x Leadership Style Scores (Overall)

Leadership Style	Turnover Intention	Job Satisfaction
Transformational Leadership (20 items)	-.763**	.826**
Transactional Leadership (8 items)	-.481**	.530**
Laissez-faire Leadership (8 items)	.621**	-.723**

(N = 102)
Note. P = < 0.001 (all items)
Note. MLQ = Multifactor Leadership Questionnaire

Table 4.
Intercorrelations for the MLQ-5x Leadership Style Scores (Subscales)

Subscales for Leadership Style	Leadership Style	Turnover Intention	Job Satisfaction
1. Idealised Influence (Attributes) (4 items)	Transformational	-.746**	.795**
2. Idealised Influence (Behaviours) (4 items)	Transformational	-.720**	.767**
3. Inspirational Motivation (4 items)	Transformational	-.727**	.832**
4. Intellectual Stimulation (4 items)	Transformational	-.722**	.713**
5. Individualised Consideration (4 items)	Transformational	-.730**	.789**
6. Contingent Reward (4 items)	Transactional	-.705**	.763**
7. Management by Exception: Active (4 items)	Transactional	.109**	-.120**
8. Management by Exception: Passive (4 items)	Laissez-faire	.488**	-.586**
9. Laissez-faire (4 items)	Laissez-faire	0.584**	-.664**

(N = 102)
Note. P = < 0.001 (items 1, 2, 3, 4, 5, 6, 8, 9)
Note. P = .274 and .229 (item 8, TI and JS respectively)
Note. MLQ = Multifactor Leadership Questionnaire

Relationship between Turnover Intention and Job Satisfaction

Hypothesis 1.1. There is a significant negative correlation between turnover intention and job satisfaction.

The Turnover Intention Scale (TIS-6) and the Minnesota Satisfaction Questionnaire were analysed using Pearson's correlation. The results showed a strong negative correlation ($r = -.785$, $p < 0.001$). This indicates that an inverse relationship exists between turnover intention and job satisfaction, meaning respondents who displayed high job satisfaction were less likely to leave their job. The strong correlation between these two variables validates the use of turnover intention and job satisfaction as an indicator for employee retention. It can be said that these variables are measuring the same thing using a different method, which reinforces an employee's willingness to stay or leave.
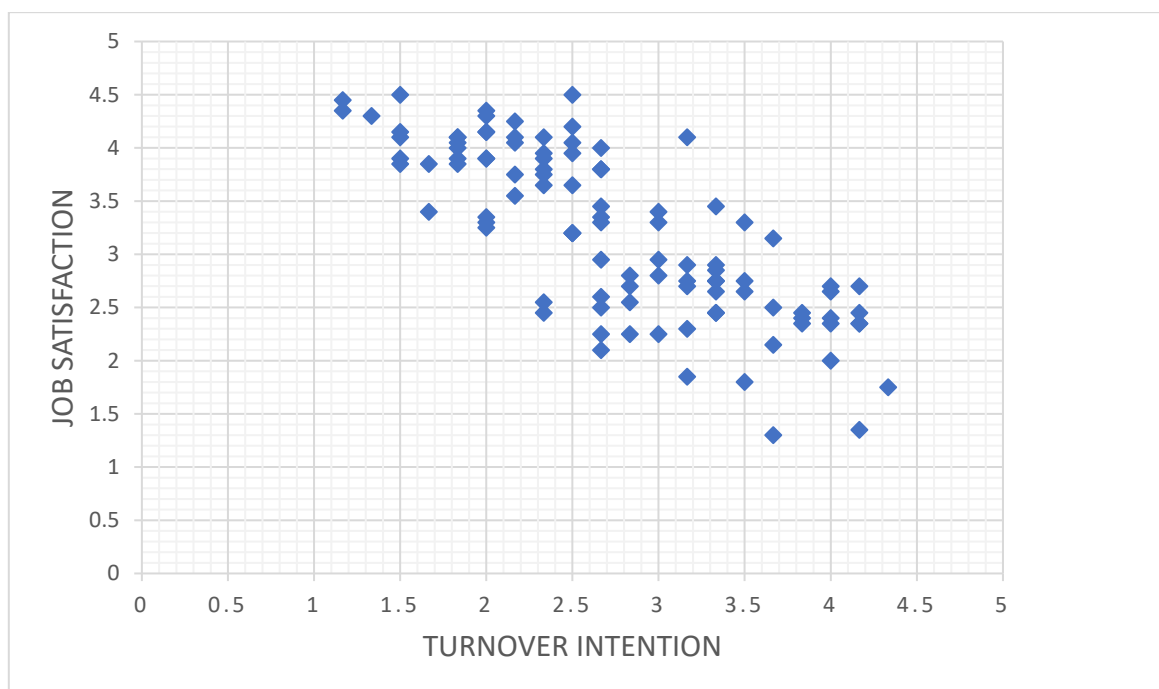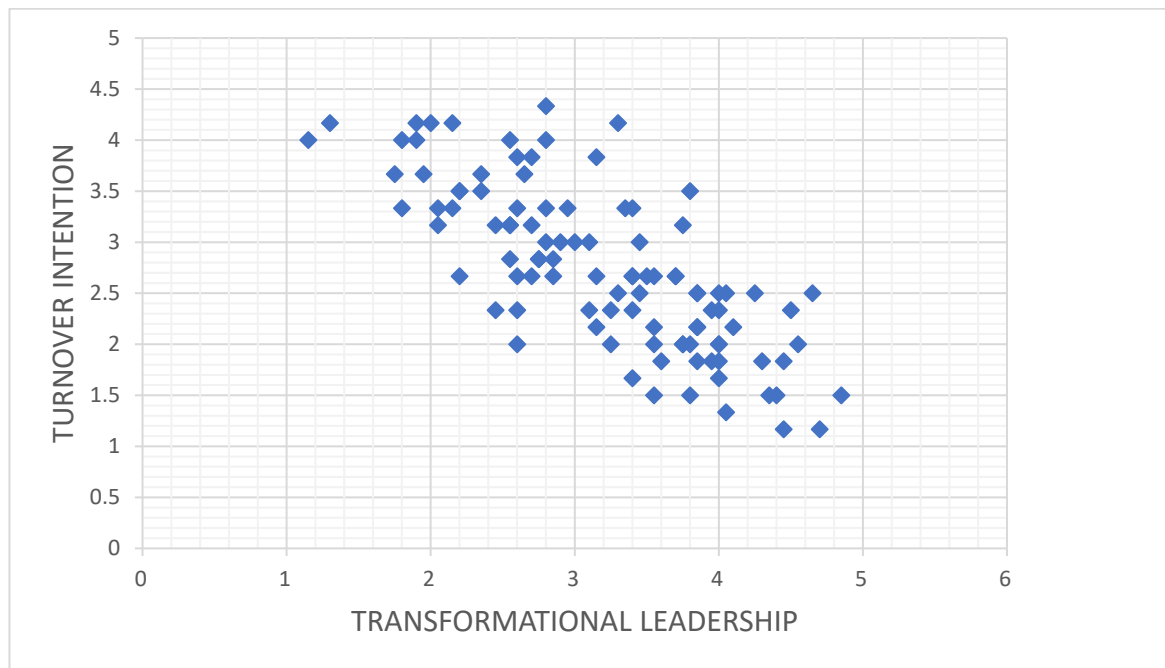
Relationship between Transformational Leadership and Employee Retention

Hypothesis 2.1. There is a positive correlation between the transformational leadership style and job satisfaction and a negative correlation between transformational leadership and turnover intention.

Transformational leadership characteristics were established using the Multifactor Leadership Questionnaire (MLQ-5x). Pearson's correlation coefficient was used to identify the relationship that transformational leadership has with job satisfaction and turnover intention. The results show that there is a strong positive correlation ($r = .826$, $p < 0.001$) between transformational leadership and job satisfaction.
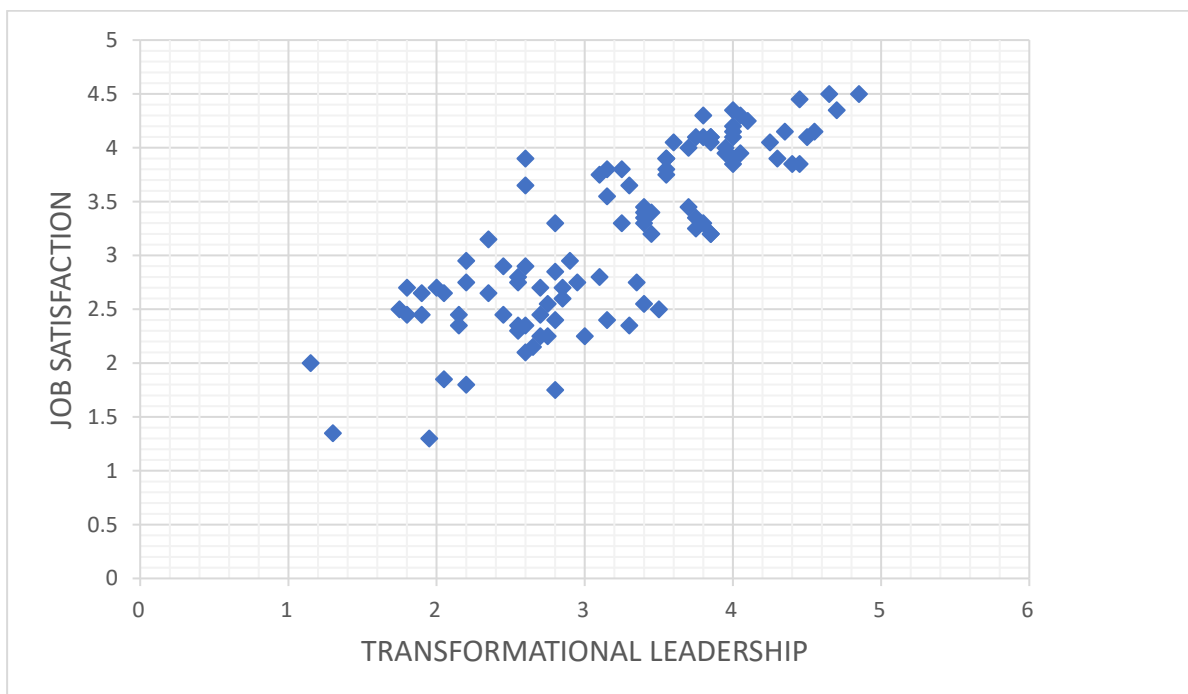
The results also show that there is a strong negative correlation (r = -.763, p < 0.001) between transformational leadership and turnover intention.

Subscales for leadership styles were also separately analysed using Pearson's correlation, with a high level of consistency being observed across the five subscales relating to transformational leadership (see Table 4). This was analysed to provide the researcher with a deeper breakdown of behaviours within the selected leadership styles, with this level of detail highlighting any behaviours that may be inconsistent or reduce the reliability of the study.

Idealised Influence (Attributes)

- Job Satisfaction (r = .795, p < 0.001)
- Turnover Intention (r = -.746, p < 0.001)

Idealised Influence (Behaviours)
- Job Satisfaction (r = .767, p < 0.001)
- Turnover Intention (r = -.720, p < 0.001)

Inspirational Motivation

- Job Satisfaction (r = .832, p < 0.001)
- Turnover Intention (r = -.727, p < 0.001)

Intellectual Stimulation

- Job Satisfaction (r = .713, p < 0.001)
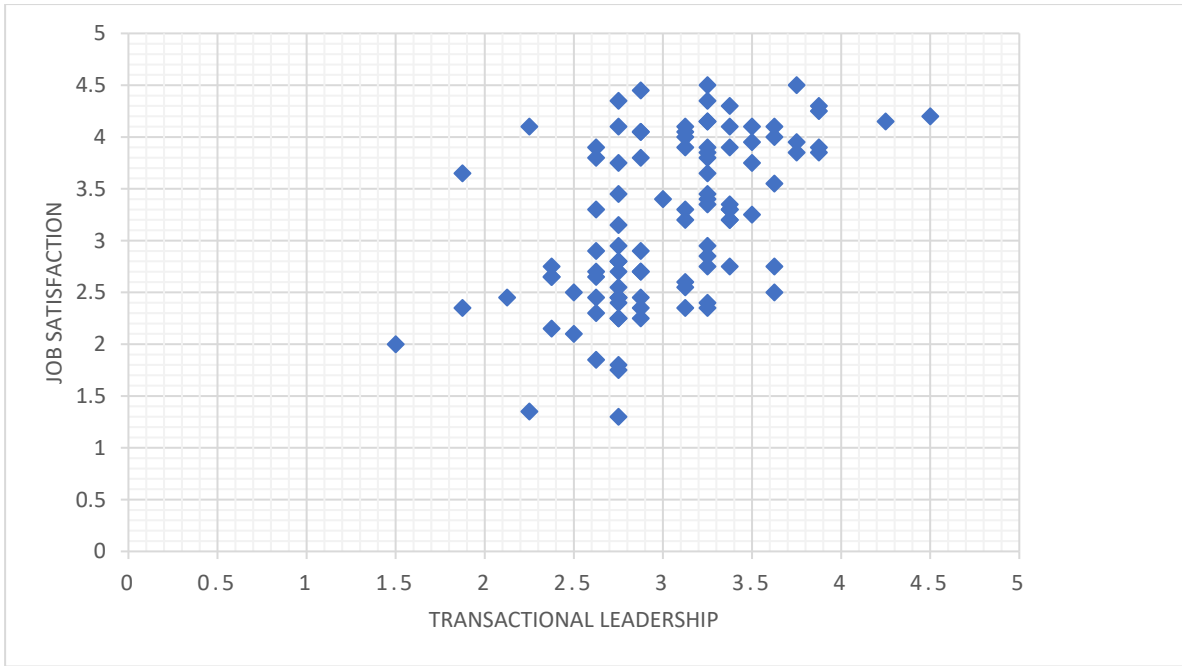- Turnover Intention (r = -.722, p < 0.001)

Individualised Consideration

- Job Satisfaction (r = .789, p < 0.001)
- Turnover Intention (r = -.730, p < 0.001)

The strong positive correlation between transformational leadership and job satisfaction suggests that employees who perceive their leaders to have the above transformational characteristics are more content in their employment. Similarly, those who perceive their leader to display transformational leadership behaviours report lower turnover intention and are less likely to leave their job. In summary, it is observed that all aspects of transformational leadership have positive outcomes on employee retention. Leaders who wish retain a talented and motivated workforce should exhibit transformational behaviours.

Relationship between Transactional Leadership and Employee Retention

Sub Hypothesis 1.1. There is a negative correlation between the transactional leadership style and job satisfaction, and a positive correlation between transactional leadership and turnover intention.

Transactional leadership characteristics were established using the Multifactor Leadership Questionnaire (MLQ-5x). Pearson's correlation coefficient was used to identify the relationship that transactional leadership has with job satisfaction and turnover intention. The results show that there is a moderate to strong positive correlation (r = .530, p < 0.001) between transactional leadership and job satisfaction.

The results also show that there is a moderate negative correlation ($r = -.481$, $p < 0.001$) between transactional leadership and turnover intention.
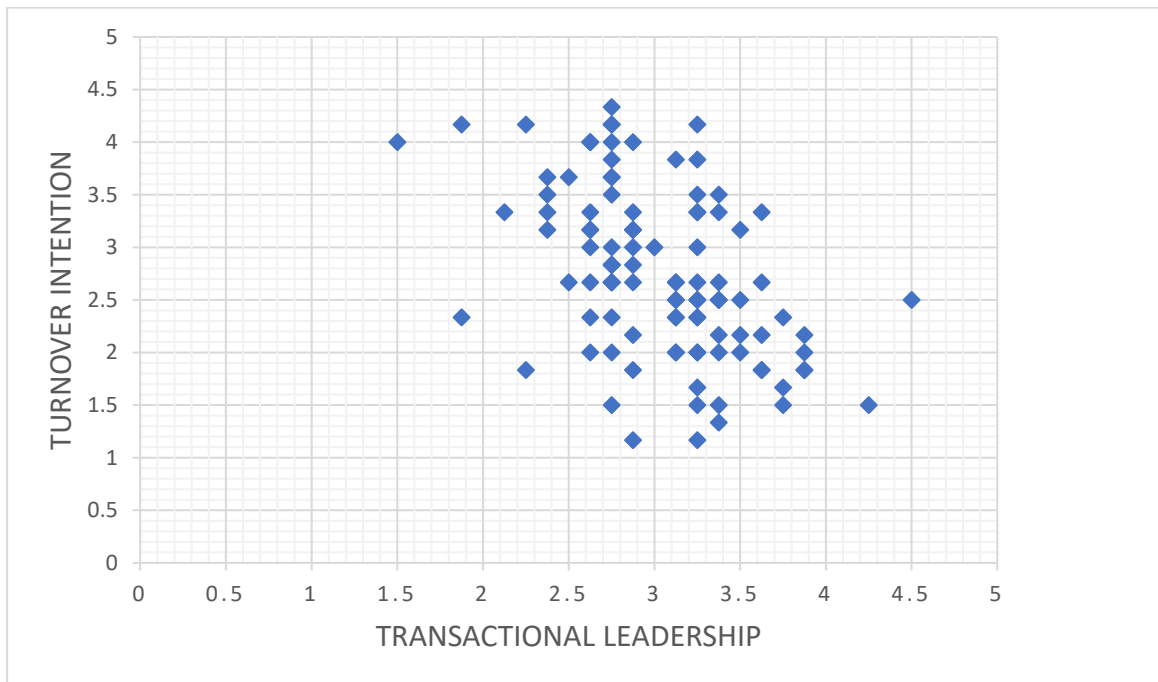

The results show that there is strong negative correlation ($r = -.705$, $p < 0.001$) between contingent rewards and turnover intention (see Table 4). Results also show that strong positive correlation ($r = .763$, $p < 0.001$) exists between contingent rewards and job satisfaction.

However, there is a low correlation score between active management by exception and turnover intention (r = .109, p = .274) and job satisfaction (r = -.120, p = .229) (see Table 4). In summary, it can be observed that as contingent reward behaviour increases it has the same effect on job satisfaction, and reduces an employee's intention to leave. This suggests that extrinsic rewards may be used to motivate individuals. Therefore, leaders who wish to motivate and retain employees may use extrinsic rewards such as perks or compensation to boost employee retention. However, the same is not observed in active management by exception. There is no correlation to support that this behaviour increases job satisfaction or decreases turnover intention.

Relationship between Laissez-Faire Leadership and Employee Retention

Sub Hypothesis 2.1. There is a negative correlation between the laissez-faire leadership style and job satisfaction, and a positive correlation between laissez-faire leadership and turnover intention.

Laissez-faire leadership characteristics were established using the Multifactor Leadership Questionnaire (MLQ-5x). Pearson's correlation coefficient was used to identify the relationship that laissez-faire leadership has with job satisfaction and turnover intention. The results show that strong negative correlation (r = -.723 p < 0.001) exists between laissez-faire leadership characteristics and job satisfaction.
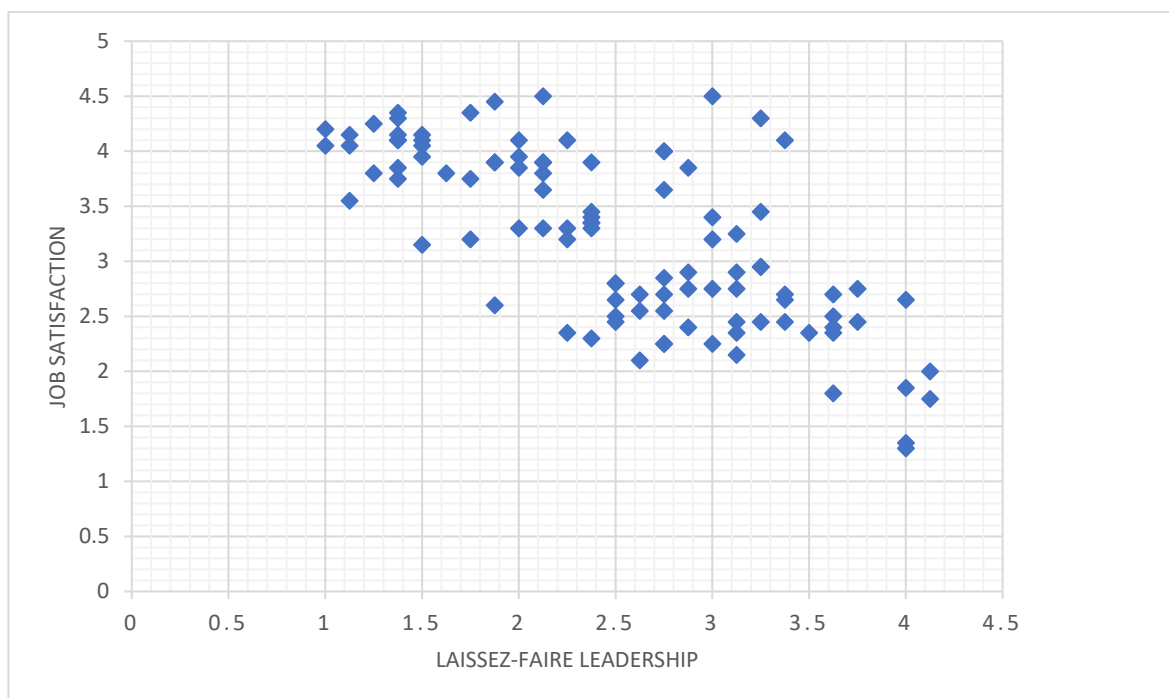
Results also show that moderate to strong positive correlation (r = .621, p < .001) exists between laissez-faire leadership characteristics and turnover intention.
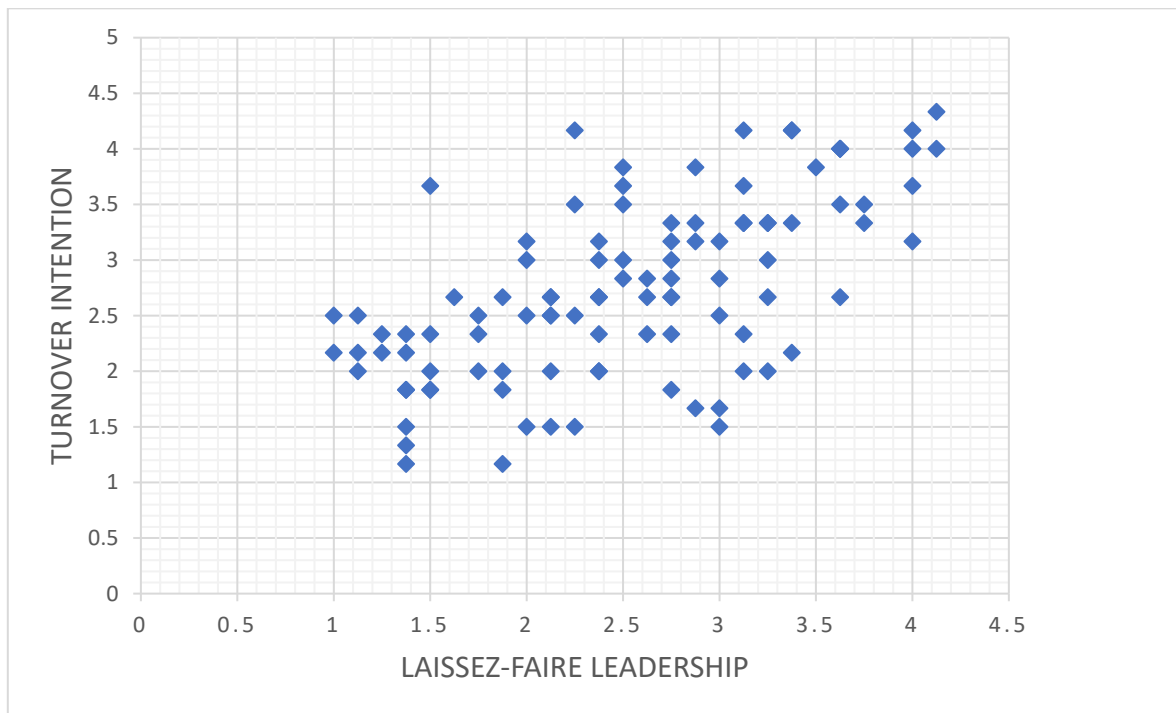
These results suggest that employees who perceive their leaders to show laissez-faire characteristics experience low satisfaction or dissatisfaction. The same can also be observed in relation to turnover intention, as those who perceive their leader to exhibit laissez faire leadership behaviours report high intentions to leave their job. Leaders who wish to retain employees should avoid this leadership style as it is observed to negatively impact an employee's willingness to stay.

Chapter 6: Discussion

Findings of this Research

This dissertation explored the impact of selected leadership styles on employee retention within the Irish retail sector. The objective of this research was to gain a better understanding of leadership characteristics within the retail sector and their impact on employee retention.

Previous literature and that was relevant to both leadership and employee turnover intention highlighted that there was a gap for further research within the retail industry. The Multifactor Leadership Questionnaire (MLQ-5x), Minnesota Satisfaction Questionnaire (MSQ) and the Turnover Intention Scale (TIS-6) were used to assist the researcher in identifying which leadership characteristics positively and negatively impact employee retention. An inverse relationship between job satisfaction and turnover intention was identified as there was a strong negative correlation found between the two variables, which supports the first hypothesis. It can be expected that dissatisfied employees will pursue other opportunities.

The primary objective of this research was to identify whether transformational leadership characteristics improved employee retention within retail. It was hypothesised that all five elements of transformational leadership would be associated with high job satisfaction. Idealised influence (attributes), idealised influence (behaviours), inspirational motivation, intellectual stimulation and individualised consideration were all found to be strongly correlated with high job satisfaction. These findings suggest that employees who are intrinsically motivated display higher intentions to stay in their job. This supports the second hypothesis.

It was hypothesised that transactional leadership characteristics would have a negative impact on employee retention. While exploring the effects of transactional leadership on employee retention, it was found that contingent rewards were strongly positively correlated with high job satisfaction. This suggests that employees are extrinsically motivated to some extent. However, active management by exception was observed to have the opposite effect which suggested that continuous performance monitoring is associated with low job satisfaction and high turnover intention.

It was hypothesised that laissez-faire leadership characteristics would negatively impact employee retention. Passive management by exception and laissez-faire subscales were both found to be associated with low employee retention. This supports the sub hypothesis, indicating that employees prefer hands on leaders who have a higher involvement in the daily operations of the organisation.

In summary, this research explored how selected leadership styles contributed to employee retention. The findings identified that intrinsic rewards which are aligned with a transformational leadership style are positively associated with employee retention. Respondents who experienced personal growth, were provided with career advancement opportunities and received frequent recognition from ones leader reported high levels of job satisfaction. Contingent reward is a behaviour associated with transactional leadership, which was unexpectedly found to have a positive correlation with job satisfaction. The following section will use relevant literature to further discuss the findings of this research in more detail.

Relationship between Job Satisfaction and Turnover Intention

The inverse relationship that exists between job satisfaction and turnover intention has been reiterated throughout this study, employees who are dissatisfied show greater intentions to leave their job. Although the employee may not actually leave the job, it is reported that low job satisfaction has a negative impact on performance (Azeez, Jayeoba and Adeoye 2016).

Leaders must understand the factors which directly and indirectly affect satisfaction if they wish to increase employee retention. Organisations which successfully attract, motivate and retain top talent are better positioned to maintain competitive advantage in the current environment (Osbourne R, 2015). Retaining a knowledgeable and skilful workforce not only increases productivity of the organisation but significantly reduces the cost of hiring and replacing employees (Bussin, M. 2018).

Satisfied employees are also said to be an advertisement for their organisation, as employees who experience high levels of satisfaction may encourage others to apply for a position. In contrast, those who experience dissatisfaction may discourage others from applying and speak negatively about the organisation (Andrade-Neumann, 2019). Corporate image is sculpted by the actions of the organisation, enhancing the public perception of the organisation by engaging

in ethical business practices and leadership styles, which have a positive impact on sales (Gunn et al. 2020).

Hybrid Leadership Style

The findings of this study suggest that leaders should foster certain behaviours of both transformational and transactional leadership styles as this provides a more challenging and satisfying working environment for the retail worker. Providing autonomy and empowerment is paramount to individual job satisfaction, however tangible rewards may also be used to enhance an employee's perceived value to the organisation. Within their respective organisations, leaders should develop a culture where employees engage in research-based training to develop a 'hybrid' leadership style which meets individual and organisational needs. Development programs should collect feedback from leaders and followers of all levels, using this information to provide follow-up coaching on an individual basis. This builds transformational and transactional cultures through shared values and organisational development.

The transformational leadership is described as one who influences followers based on a relationship which is built around employee coaching, trust and development (Shafi et al. 2020). This leader genuinely cares about the well-being of the employee and elevates employees to exceed personal and organisational expectations (Hartley et al. 2019). Transactional leadership is a results driven form of influence which is based the exchange of rewards for the achievement of clearly defined organisational objectives (Camps and Torres, 2011). The findings of this study suggest that merging certain elements of both of these leadership styles together could foster challenging and enjoyable working environments for Irish retail workers, while better meeting their need for extrinsic motivators.

This study also identifies that when leaders display laissez-faire leadership behaviour by avoiding responsibility and regularly being absent, followers frequently report low job satisfaction. As a result of low job satisfaction, followers frequently show intention to leave their job. Those who experience low satisfaction and remain in their position often become demotivated and perform poorly (Branham, 2012). Northouse (2016) states that followers usually match the behaviour of their manager. Those who perceive their leader to be absent may themselves display increased absenteeism.

This research indicates that Irish retail sector leaders who display a combination of transformational and contingent reward behaviours and display less passive or supervisory leadership behaviours are associated with increased levels of job satisfaction. However, contingent reward behaviour sets a foundation for the continued expectation of reward by followers for achieving a specific objective.

Environmental conditions play an important role in the development of an effective hybrid leadership style (Zhidong Li et al. 2016). Retail organisations require strategic plans that encourage adaptation of the traditional leadership styles to increase focus on employee retention strategies. A hybrid leadership style offers a many improvements to organisational effectiveness by engaging in the following behaviours:

- Build the use of contingent rewards into a transformational leadership approach, which satisfies both the higher-order and basic needs of employees, leading to increased organisational productivity.

- Engage in organisational research to develop a hybrid leadership style which meets the needs of employees. Development programs should collect feedback from leaders and followers of all levels, using this information to provide follow-up coaching. This builds transformational and transactional cultures through shared values and organisational development.

- Hire emotionally and socially intelligent candidates with high level communication skills. Candidates must engage in ethical standards of behaviour and be willing to adapt to change.

In summary, a hybrid leadership style acknowledges that one singular leadership style does not meet the needs of individual employees. Employees at different stages in their career have varying levels of knowledge and they are motivated by a variety of intrinsic and extrinsic factors (Todorovic & Todorovic, 2020). Leaders must also provide employees with the directive and supportive behaviour that is required if they wish to develop and retain a talented workforce (Shafi et al. 2020). Hybrid leadership acknowledges that not all individuals are motivated in the same way, therefore leaders must adapt to the needs of individuals by creating

open lines of communication in order to gain a better understanding of what employees value (Bruce, C. 2018).

Motivation and Rewards

A leaders approach to motivating followers either through mentorship (transformational), financial compensation (transactional) or freedom to self-manage (laissez-faire) formulates their leadership style. This research identified that both intrinsic and extrinsic motivation are critical to increasing employee retention. The findings of this research indicate that leaders within the retail industry should motivate individual employees using a combination rewards to reinforce the importance of employees to the organisation.

Although previous research has examined several intrinsic and extrinsic drivers of employee motivation, there appears to be a lack of literature relating to monetary versus non-monetary rewards and their impact on employee satisfaction. Previous research suggests that extrinsic rewards have an undermining effect on intrinsic motivation, particularly when tasks are interesting (Clifford, 1985). Whilst extrinsic motivation is said to be easier to achieve, however it has a short life span as employees often become dissatisfied when the financial rewards no longer meet their expectations. In contrast, intrinsic rewards are those that inwardly motivate people, such as interesting and enjoyable work with a clear sense of purpose (Locke & Schattke, 2019). However, the results of this study suggests that a combination of intrinsic and extrinsic factors working in tandem may not harm motivation but perhaps enhance it.

The findings of this study are congruent with past research as they identify that a positive relationship exists between intrinsic motivation and transformational leadership (Shafi et al. 2020). Studies have indicated that transformational leaders influence a salesperson's motivation through the provision of a more conducive work environment. Kastrati (2014) states that indirect income and non-monetary compensation are playing increasingly important roles in employee retention strategy. Further supporting previous research, the findings of this study endorse the theory that transformational leadership has a positive effect on motivation, indicated through high levels of job satisfaction. Moreover, the results of this study highlight the importance of the relationship that exists between transformational leadership and trust in supervisor. Transformational leadership is built on the foundation that leaders maintain a high level of trust with followers through their social relationship exchanges. Salespeople are

reported to be more productive in achieving high performance standards where a positive relationship built on trust is established with their leader.

Sales compensation packages commonly consist of bonuses and commissions which are contingent on certain performance criteria being achieved. However, rewards such as free memberships, trips, additional annual leave days and subsidised lunches are also effective rewards when utilised properly (Saranya, R. 2016). These contingent rewards encourage employees to effectively complete organisational tasks and provide frequent assessments of an employees work with applicable rewards when certain performance criteria is achieved (Locke & Schattke, 2019). To be effective, rewards must be of interest to the employee, as rewards that are not desirable to the employee will not provide effective motivation (Bruce, C. 2018). The results of this current study are consistent with previous research carried out by Ingram and Bellenger (1983) as it indicates that leaders who spend more time actively using contingent rewards to motivate employees and less time using passive or corrective types of transactional leadership are generally associated with high levels of individual satisfaction and performance.

The findings of this study suggest that organisations should focus on "total rewards" packages which pay competitively, but also use other methods of compensation that don't significantly impact salary budgets (Kastrati, 2014). These packages should focus on three elements; remuneration, fringe benefits and career development. Andrade-Neumann (2019) states the importance of opportunity for professional growth and development, also placing emphasis on competitive compensation packages and benefits, robust wellness programs and perks which promote a positive lifestyle in and out of the workplace. Benefits packages such as healthcare and retirement plans can also be a major factor in attracting and retaining employees (Saranya, R. 2016). However, reward strategy should keep intrinsic and extrinsic rewards balanced. Longenecker and Mallin (2019) suggest that leaders who work in a sales environment should engage and motivate individual employees using a combination of intrinsic and extrinsic rewards to reinforce the importance of employees to the organisation. Be it in the form of financial compensation, recognition or feelings of accomplishment it is important to treat employees as individuals and use open lines of communication to understand what rewards employees value most and then utilise it (Turnea, 2018). Once the total rewards package has been developed and tailored to fit the values of the workforce, it is critical to communicate it effectively through multiple vehicles for maximum exposure to attract and retain talented employees (Kwon & Hein, 2013).

Vroom's (1964) expectancy theory states that an individual's efforts are dictated by their desire for a specific reward and how likely their work will result in the expected performance criteria being met. The key to applying expectancy theory is knowing what the individual employee values most. These rewards can be intrinsic (positive feedback, coaching, personal development, career development opportunities) or extrinsic (bonuses, pay rises, benefits) in nature (Van Eerde & Thierry, 1996). Andrade-Neumann (2019) recommends that leaders conduct surveys each year to receive feedback from employees on how they can improve their retention strategies. Respondents of this study were found to favour synergistic leaders who issue frequent praise, portray their appreciation through recognition, and reinforce those transformational behaviours with a combination of intrinsic and extrinsic rewards (Bruce, C. 2018).

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Appendix:

A. Letter

Dear Particpant,

I am a current MSc student in the National College of Ireland and as part of my dissertation I am required to conduct a research study. I have chosen to reseach the area of leadership, in particular selected leadership styles and their relationship with employee retention within the Irish retail sector.

This attached questionnaire is made up of three separate questionnaires relating to the perceived leadership style of your manager, job satisfaction and turnover intention.

Important information:
Questions 1-6 refer to your turnover intention.
Questions 7-51 refer to the leadership style of your manager.
Questions 52-72 refer to your job satisfaction.
Questions 73-76 are demographics questions.

The questionnaire takes approximately 12 minutes to complete.

Your participation in this study is anonymous and any data collected will be stored and accessed only by the researcher and research supervisor.

Thank you in advance for your time,

Cathal Moynihan

B. Turnover Intention Scale (TIS-6)

The following section aims to ascertain the extent to which you intend to stay at the organisation.

Please read each question and indicate your response using the scale provided for each question:

In your current employment….

1	How often have you considered leaving your job?	Never	1-------2-------3-------4-------5	Always
2	How satisfying is your job in fulfilling your personal needs?	Very satisfying	1-------2-------3-------4-------5	Totally dissatisfying
3	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	Never	1-------2-------3-------4-------5	Always
4	How often do you dream about getting another job that will better suit your personal needs?	Never	1-------2-------3-------4-------5	Always
5	How likely are you to accept another job at the same compensation level should it be offered to you?	Highly unlikely	1-------2-------3-------4-------5	Highly likely
6	How often do you look forward to another day at work?	Always	1-------2-------3-------4-------5	Never

(G. Roodt, 2004)

C. Minnesota Satisfaction Questionnaire (MSQ)

All items are measured on a 5 part Likert Scale ranging from 1= not satisfied to 5 = extremely satisfied.

In my present job this is how I feel about:

1. Being able to keep busy all the time.
2. The chance to work alone on the job.
3. The chance to do different things from time to time.
4. The chance to be 'somebody' in the community.
5. The way my boss handles his/her workers.
6. The competence of my supervisor in making decisions.
7. Being able to do things that don't go against by conscience.
8. The way my job provides for steady employment.
9. The chance to do things for other people.
10. The chance to tell people what to do.
11. The chance to do something that makes use of my abilities.
12. The way company policies are put into practice.
13. My pay and the amount of work I do.
14. The chances for advancement on this job.
15. The freedom to use my own judgment.
16. The chance to try my own methods of doing the job.
17. The working conditions.
18. The way my co-workers get along with each other.
19. The praise I get for doing a good job.
20. The feeling of accomplishment I get from the job.

D. Multifactor Leadership Questionnaire (MLQ-5x)

Instructions: This questionnaire provides a description of the leadership style of your leader. Forty-five descriptive statements are listed below. Using the scale provided, rate how frequently each statement fits your leader.

Key:

1 = Not at all

2 = Once in a while

3 = Sometimes

4 = Fairly often

5 = Frequently, if not always

Statements:

1. Provides me with assistance in exchange for my efforts.
2. Re-examines critical assumptions to question whether they are appropriate.
3. Fails to interfere until problems become serious.
4. Focuses attention on irregularities, mistakes, exceptions and deviations from standards.
5. Avoids getting involved when important issues arise.
6. Talks about their most important values and beliefs.
7. Is absent when needed.
8. Seeks differing perspectives when solving problems.
9. Talks optimistically about the future.
10. Instils pride in me for being associated with him/her.
11. Discusses in specific terms who is responsible for achieving performance targets.
12. Waits for things to go wrong before taking action.
13. Talks enthusiastically about what needs to be accomplished.
14. Specifies the importance of having strong sense of purpose.
15. Spends time teaching and coaching.
16. Makes clear what one can expect to receive when performance goals are achieved.
17. Shows that he/she is a firm believer in "if it isn't broke, don't fix it."
18. Goes beyond self-interest for the good of the group.
19. Treats me as an individual rather than just as a member of a group.
20. Demonstrates that problems must become chronic before taking action.
21. Acts in ways that builds my respect.
22. Concentrates his/her full attention on dealing with mistakes, complaints, and failures.
23. Considers the moral and ethical consequences of decisions.
24. Keeps track of all mistakes.

25. Displays a sense of power and confidence.

26. Articulates a compelling vision of the future.

27. Directs my attention toward failures to meet standards.

28. Avoids making decisions.

29. Considers me as having different needs, abilities and aspirations from others.

30. Gets me to look at problems from many different angles.

31. Helps me to develop my strengths.

32. Suggests new ways of looking at how to complete assignments.

33. Delays responding to urgent questions.

34. Emphasizes the importance of having a collective sense of mission.

35. Expresses satisfaction when I meet expectations.

36. Expresses confidence that goals will be achieved.

37. Is effective in meeting my job-related needs.

38. Uses methods of leadership that are satisfying.

39. Gets me to do more than I expected to do.

40. Is effective in representing me to higher authority.

41. Works with me in a satisfactory way.

42. Heightens my desire to succeed.

43. Is effective in meeting organisational requirements.

44. Increases my willingness to try harder.

45. Leads a group that is effective.