A Study on Impact of Transformational Leadership on Employee Turnover and Job Satisfaction: A Literature Review

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Abstract: To be efficient at work, every employee deserves a respectable working atmosphere. Due to increased expenses and decreased productivity, high personnel turnover has a negative impact on economic growth. Finding the elements that lower employee turnover intention is therefore consistent with the Sustainable Development Goals. In addition to examining their effects on lowering employee turnover intentions, this review study seeks to further our understanding of the connection between transformational leadership style and work satisfaction. The examination of the literature has shown that work satisfaction and transformative leadership have a significant impact on an employee's decision to quit or remain with their organisation. This report also makes suggestions for future research topics based on the literature that might assist organisations decrease employee turnover.

Keywords: Employee turnover intentions, Job satisfaction, Leadership style, Transformational leadership.

I. Introduction

The research has identified leadership style and work happiness as two of the most significant determinants of employee retention (Buchanan, 2006; Lambert, Lynne Hogan and Barton, 2001; Noureen and Abbas, 2017; Sakiru, Othman, Silong, Silva and Kareem, 2013; Tett and Meyer, 1993b; Van Dick *et al*., 2004a). The growth of society, organisations, and people depends on leadership (Bass, 1997). It should come as no surprise that there is a lot of study interest in the effect of leadership on employee performance (Sakiru *et al*., 2013). According to the literature, leaders are crucial for inspiring workers, fostering skill growth, and creating a positive workplace atmosphere. These factors contribute to greater work satisfaction among employees, which reduces the likelihood of turnover (Buchanan, 2006). In light of this, Sakiru *et al*. (2013)

proposed that an organisation's leader determines whether it succeeds or fails. Thus, the leadership style of leaders has drawn much academic attention and is unquestionably a key factor in an organisation's ability to retain employee talent (Sakiru *et al*., 2013).

Researchers like Khalid, Pahi, and Ahmed (2016) contend that leaders play a big role in lowering employee turnover since they have a substantial impact on individuals' decisions to stay with or leave an organisation. Leadership style has been demonstrated to have a major impact on employee decisions to remain in or leave their positions, even though a variety of circumstances may affect employee turnover intentions (Alatawi, 2017). Job satisfaction has a significant impact on staff retention in addition to leadership. Employee satisfaction increases motivation, which reduces job turnover. In contrast, a disgruntled employee is more likely to look for alternative employment, which increases job turnover (Aguiar do Monte, 2012). According to a number of hypotheses, workers who don't enjoy their employment try to quit permanently or skip work for a while by being absent or showing up late. Poor job satisfaction serves as the primary driving force behind these withdrawal behaviours (Mobley, 1977), since an employee's decision to quit is the natural next step after feeling unsatisfied at work. High levels of work satisfaction are seen to be one of the most important factors in determining whether employees would stay on the job, according to recent study (Spector, 1997).

Job satisfaction has a significant impact on staff retention in addition to leadership. Employee satisfaction increases motivation, which reduces job turnover. In contrast, a disgruntled employee is more likely to look for alternative employment, which increases job turnover (Aguiar do Monte, 2012). According to a number of hypotheses, workers who don't enjoy their employment try to quit permanently or skip work for a while by being absent or showing up late. Poor job satisfaction serves as the primary driving force behind these withdrawal behaviours (Mobley, 1977), since an employee's

decision to quit is the natural next step after feeling unsatisfied at work. High levels of work satisfaction are seen to be one of the most important factors in determining whether employees would stay on the job, according to recent study (Spector, 1997).

Due to work interruptions, higher recruiting, selection, and training expenses, high staff turnover has a detrimental influence on an organisation's productivity and performance. Low staff turnover should thus be a top aim for any company (Alatawi, 2017). Only a tiny part, between 15 and 30 percent, of the expenses of employee turnover are actually direct expenditures, according to research on the subject (e.g. recruitment, advertising, and training). Most of the time, a company's financial statements do not represent the remaining 70 to 85 percent, which also includes decreased production, knowledge loss, and demotivated workers (Racz, 2000). Organisational performance and competitive advantage are particularly impacted by the loss of personnel with firm-specific expertise that is difficult to duplicate and non-transferable.

Additionally, the return on investment in human capital is dramatically decreased for an organisation (De Winne, Marescaux, Sels, Van Beveren and Vanormelingen, 2018). According to recent studies, organisations should strive to minimise turnover, especially among individuals with firm-specific expertise, even while it can never be totally avoided or reduced (Robbins and Coulter, 2012). An organisation benefits from a little level of turnover since it creates possibilities for other employees to grow (De Winne *et al*., 2018).

Numerous studies that examine the effects of work satisfaction and transformational leadership on intention to leave the company are already available in the literature. Although the relationship between leadership style and work satisfaction may be further explained, as it is obvious that both qualities result in decreased turnover intentions. In order to better understand the concepts of leadership style, particularly transformational leadership, and job satisfaction as well as their individual roles as well as the relationship between both elements in reducing employee turnover intention; this review paper aims to compile findings that also demonstrate how both leadership style and job satisfaction are linked to one another.

II. Literature Review

A. Historical Overview and Definitions of Transformational Leadership

Among the several leadership philosophies discussed in the literature, transformational leadership is distinguished by its focus on inspiring, enabling, and empowering workers (Bass, 1997). Although Downton first used the phrase transformational leadership in 1973, it wasn't until Burns (1978) articulated the idea as a result of his research on notable political figures that it underwent a considerable development. The transformative leader engages the whole follower, attempts to satiate greater wants, and looks for potential motivations in followers. A connection of mutual stimulation and elevation that transforms followers into leaders and maybe transforms leaders into moral agents is the outcome of transformed leadership (Burns, 1978, p. 4).

According to him, transformational leadership is a process in which both leaders and followers collaborate to assist one another become more motivated. Leaders, in particular, motivate their followers to go above and beyond what is required of them by setting a good example. Contrarily, transactional leadership places more emphasis on a "give and take" relationship than on motivating followers (Burns, 1978). Bass (1985) transformational paradigm contends, in contrast, that leadership transcends the achievement reward connection. A leader's main goals are to shape followers via intellectual stimulation, personal growth, and inspiration to think about the group's best interests (Howell and Avolio, 1993).

Three traits of the transformational leadership theory were established by Bass: charm, individualised concern, and intellectual stimulation (B. M. Bass, 1985). Bass (1997) added four new elements to the theory: idealised influence (behaviour and qualities), inspiring motivation, intellectual stimulation, and individualised attention. A leadership model (FRLM) with transformational, transactional, and laissez-faire leadership behaviours was developed further by B. M. Bass and Avolio in 1993. One of the best formulated leadership models, the FRLM proposes that leaders may display a variety of leadership style characteristics and not utilise one style exclusively. It encompasses practically all of the leadership traits of leaders (Donald, 2017). A truly transformational leader, according to B. M. Bass and Avolio, 1994 inspires employees to have a positive view and raises awareness of the organisation's objective.

Transformational leadership proponents claim that it offers a remedy for leaders who have followers that have a poor opinion of the organisation. Through developing a unique and meaningful relationship with his or her followers, guiding followers' behaviours, and aligning followers' moral ideals over time, a transformational leader may eventually match organisational goals and personal goals. Additionally, transformational leaders have the flexibility to adapt to their own personalities, ideals, organisational style, and historical, social, and economic contexts. Transformational leaders are more likely to create innovative solutions with their teams during times of adversity and fast change because they have the capacity to engage and inspire people to produce remarkable achievements (B. M. Bass, 1985). The three main things that these leaders will do are: pay attention to followers' concerns and career advancement; provide followers with a fresh perspective by assisting them in viewing long-standing issues in a different way; and persuade followers to go above and beyond in order to help the organisation achieve its objectives (Robbins and Coulter, 2012).

B. Dimensions of Transformational Leadership

Four elements made up the initial transformational leadership framework that Bass and his associates created in 1995.

1. Idealized power (attributes)
2. Motivating inspiration
3. Inspiration for thought
4. Individualized thought

Source: http://pathfindingandtechnology.blogspot.com/2016/06/blog-post.html

Fig. 1

Since then, academics have categorised transformational leadership into four aspects, often known as the "four I's of transformational leadership" (Avolio, Waldman and Yammarino, 1991; Kirkbride, 2006; Nemanich and Keller, 2007). (Avolio *et al.*, 1991), Idealized influence (both traits and behaviour) being viewed as only one dimension leads to the reduction to four dimensions. There is a thorough discussion of each of the four dimensions:

(i) Idealized Influence (Charisma)

The most important idea in transformative leadership, according to B. M. Bass (1985), is charisma. It can be found at all levels of organisational leadership and is not only limited to the CEOs. Individuals in the organisation look up to leaders who have idealised impact. In an effort to emulate their leaders, followers take satisfaction in being linked with them (B. M. Bass, 1998; Kirkbride, 2006). According to Burns (1978), charismatic leaders may sway people via both their personality and the principles or beliefs they defend. According to B. M. Bass (1990), their psychological attributes enable them to inspire others to exert more effort and accomplish great things.

Additionally, these leaders put the needs and interests of others ahead of their own (B. M. Bass, 1985; B. M. Bass and Avolio, 1994). Above all, leaders with idealised influence have a clear goal and vision and are willing to take chances (B. M. Bass, 1998). A leader behaves consistently and with integrity, shares risks with their followers, and refrains from abusing their position of authority for their own gain (B. M. Bass and

Avolio, 1994). To empower their followers and boost their adaptability and capacity to deal with changing circumstances, transformational leaders use idealised influence (Nemanich and Keller, 2007).

(ii) Inspirational Motivation

The objective or vision of the team and the organisation is initially made known by a leader with inspiring drive. Even if motivation is crucial, it is also frequently disregarded in leadership (B. M. Bass and Avolio, 1994). Inspirational motivation and idealised influence are intimately related, claim Barnett, McCormick, and Conners (2001). Strengthening a leader's inspiring motivation is the existence of individualised concern and intellectual stimulation, which support a leader's capacity to make his or her followers feel valued and confident (Avolio *et al.*, 1991).

Motivating leaders exhibit behaviours that give followers a goal and a reason to follow them. They are committed to working with followers to realise a common vision and set of goals, clearly explain their expectations, and present an optimistic perspective for the organisation's future (B. M. Bass, 1998; B. M. Bass and Avolio, 1994). Additionally, they emphasise longterm objectives and motivate and assist followers in achieving them (Howell and Avolio, 1993). As a consequence, followers are inspired and encouraged to surpass their own expectations. Inspiring leaders also serve as role models by demonstrating their personal commitment to an organisation's objectives and by engaging with followers in a way that fosters trust and increases adherence to the organisation even under trying circumstances (Donald, 2017).

(iii) Intellectual Stimulation

This trait encourages followers to be creative by pushing them to challenge presumptions and approach challenges in novel ways, which results in the creation of new ideas (Barnett *et al.*, 2001; B. M. Bass and Avolio, 1994; B. M. a. Bass, 2006; Nemanich and Keller, 2007).

These leaders never correct or criticise others in public, which creates a comfortable environment for followers to express their ideas, and they encourage workers to challenge the status quo (B. M. Bass, 1985). (B. M. Bass, 1998). Encouraged, followers analyse problems and create solutions, leading to fresh approaches to finishing tasks. When the leader lacks the knowledge or expertise to tackle the problem, this is very helpful. According to Avolio *et al*. (1991), such a strategy fosters originality rather than conformity.

(iv) Individualized Consideration

Individualized consideration has two components, according to B. M. Bass (1985, p. 82).

The first is to view followers as separate people with their own wants. The second is to recognise the faults and strengths of followers and to aid in their progress (Barnett *et al*., 2001;

Kirkbride, 2006). According to Burns (1978, p. 4), "the transformational leader looks for potential motives in followers, attempts to meet higher wants, and involves the complete person of the follower," this is in keeping with what she said. In essence, the leader is able to cultivate their followers to reach their full potential and make them feel valued (B. M. Bass and Avolio, 1993; Donald, 2017). A leader's charm may entice followers to pursue a goal, but what motivates them to succeed is individual attention. Leaders that use individual consideration coach subordinates to aid in their development (B. M. Bass, 1990; B. M. a. Bass, 2006). According to Avolio *et al.* (1991), listening and empathy help people grow their confidence and self-awareness. They also make followers more devoted to their leader and give them a sense of purpose that drives them to go above and beyond. By giving each person their own consideration, the performance of followers, both personally and professionally, is maximised by leaders (Howell and Avolio, 1993).

C. Definitions of Job Satisfaction

There are several definitions of job satisfaction in the literature, therefore it is unclear if it refers to an attitude, sentiment, belief, or value. Job satisfaction, according to Hoppock's thorough review of 32 researches on the topic from 1935, is "a mix of psychological, physiological, and environmental conditions that lead a person to honestly state "I am content with my job"" (Hoppock, 1935, p. 47). According to some definitions, job satisfaction is an emotion. For instance, how individuals feel about their employment or how content or unsatisfied they are with their jobs have both been used to define job satisfaction (Spector, 1997). Job satisfaction was similarly described by Newstrom and Davis (2002) as "a collection of favourable or unfavourable sentiments with which people evaluate their employment." According to Locke (1969), people who feel that their employment satisfies their job values experience job satisfaction, which is described as a good sensation. This definition emphasises that each person's notion of job satisfaction is different. Employment values, or what employees want or need from their job, come first in determining job happiness. Each person has a different perspective on this. Pay disparities, for instance, may be more upsetting to one individual than.

Locke (1969) objected with definitions that linked values with expectations and needs, contending that they are not the same. The anticipation is a conviction about what could happen in the future, yet the result might not be what the person would want. What is appreciated, however, might not always match what is anticipated. Whether or not something is predicted, values typically don't change. Needs are things people require in order to survive. Needs, in contrast to values, arise automatically when they are needed. Therefore, an individual's behaviours and emotional reactions are determined by ideals rather than requirements.

George (2012, p. 89), who argued that work values are "an employee's own ideas about what outputs one should anticipate," supports this point of view. Job values are broad, enduring ideas that influence how individuals view their work. Although employee ideas and sentiments are included in values, attitudes, moods, and emotions, work values are the strongest and have the most influence over the other parts. This shows that the biggest factor affecting job happiness is work values.

According to some definitions, work satisfaction is a result of a person's attitudes, emotions, and beliefs. Job satisfaction, in the words of Armstrong (2006, p. 264), is "the attitudes and sentiments people have about their employment." Job satisfaction is shown by positive and favourable views about the job. Job discontent is indicated by negative and unfavourable attitudes about the job. George (2012, p. 71) describes work satisfaction in a similar vein as "the assortment of thoughts and emotions people have with their current employment." Extremes of both extremes can be seen in people's levels or degrees of work satisfaction.

In defining job happiness, several authors have done the same, emphasising solely attitude. Employment satisfaction is characterised as an attitude, "a good (or negative) evaluative assessment one makes about one's job or job circumstance," according to Weiss (2002, p. 175). The author, however, disagrees with definitions of job satisfaction that link attitudes and feelings. Job satisfaction entails evaluating an attitudinal object using job satisfaction measurements and is an attitude rather than an emotional reaction. However, unlike evaluative judgements, emotions and moods change depending on the circumstance and have a long-lasting impact on people. The similar opinion was voiced by Van Dick *et al*. (2004b, p. 352), who said that it was "an attitude towards specific components of the precise work and duties one needs to execute."

According to a more current definition by Moradi, Almutairi, Idrus and Emami (2013), the idea of job satisfaction is more complicated and includes factors like job requirements, workplace dynamics, individual traits, and attitudes. These environmental components are all dynamic, though, and any change to even one of them can have an impact on work satisfaction.

D. Definitions of Turnover Intention

According to Khalid, Pahi and Ahmed (2016), the capacity of an organisation to retain its people is known as employee retention. Additionally, organisations must promote a culture of strong organisational commitment and job satisfaction in order to retain their workforce. Employee turnover was described as the "permanent removal of an employee from the employing firm" by George (2012, p. 85). Therefore, the beginning of turnover intention, which is a precursor to voluntary turnover, occurs when employees begin to consider permanently quitting the company. Turnover intention was defined by Tett and Meyer (1993a, p. 262) as "a conscious and purposeful wilfulness to quit the organisation." It can also mean the extent to which workers plan to sever ties with their organisations (Alatawi, 2017). Employees who don't plan, for instance.

Validity of Turnover Intention as a Predictor of Actual Turnover

One of the best predictors of employee turnover, according to Harhara, Singh and Hussain (2015), is turnover intention. Furthermore, it is generally agreed among scholars that the final cognitive stage in the decision-making process for voluntary turnover is the intention to remain or quit an organisation. As a result, the majority of employee turnover models created during the past two decades have included turnover intention (Lambert *et al.,* 2001). The theory of planned behaviour, which describes how intentions, influenced by motivating variables, shape behaviour, provides more evidence for the validity of turnover intention. Generally speaking, the chance of carrying out a behaviour increases with the strength of the intention (presuming the behaviour is voluntary) (Ajzen, 1991). Additionally, this idea may be used to more probable it is that the employee would resign, according to this theory. Additionally, studies consistently reveal Intentional turnover is a significant cognitive predictor of actual turnover (Tett and Meyer, 1993a).

Furthermore, it has been asserted that companies value knowing about a potential employee's desire to leave more than they do actual turnover. The employer may alter the employee's desire to leave if issues that contributed to it may be rectified (Lambert *et al*., 2001). Harris concurred, saying it is more important to look at high turnover intentions than turnover itself. Organisations may lower actual turnover costs as well as eliminate unfavourable employee behaviours that could affect other employees (Hughes, Avey and Nixon, 2010).

Finally, it might be difficult to monitor staff turnover. Alatawi (2017) stated that it was difficult for researchers using data on real employee turnover to get in touch with those who departed their organisations. As a result, the turnover intention is viewed as a more useful variable to utilise in research.

E. Impact of Transformational Leadership on Job Satisfaction and Turnover Intention

It has been demonstrated that the context may influence how transformational leadership affects an organisation and a person. According to B. M. Bass (1985), organisations that are open to change and prepared to take chances are more likely to embrace transformational leaders. However, organisations constrained by bureaucracy may see transformational leaders as a danger and unsuited to the current structure since they frequently challenge the status quo.

A substantial body of research demonstrates that transformational leadership is superior to transactional leadership. For instance, studies that examined managers across a variety of work settings, including the military and industry, found that transformational leaders were rated as better communicators, more promotable than their counterparts who demonstrated transactional leadership, and more successful performers. Additionally, research demonstrates a strong correlation between transformational leadership and improved productivity, employee happiness, innovation,

goal accomplishment, follower well-being, and corporate entrepreneurship, particularly in start-up businesses (Robbins and Coulter, 2012).

The first study, conducted by B. M. Bass (1985), found that transformational leaders had a beneficial effect on their staff members' work satisfaction, particularly their leaders' leadership. Each employee feels valued by the boss, who encourages them to reach their greatest potential by showing them personalised concern (through idealised influence and inspirational motivation). There is a strong correlation between transformative leadership and work happiness, according to other research (Berson and Linton, 2005; Bono and Judge, 2003; Nemanich and Keller, 2007; Podsakoff, Mackenzie and Bommer, 1996). Numerous studies have focused primarily on the leader's satisfaction due to the importance of leaders in determining an individual's overall job satisfaction; they consistently found that transformational leaders have the strongest positive influence on followers' job satisfaction in comparison to other types of leaders.

Over two decades of study, it has been repeatedly demonstrated that transformative leadership increases employee happiness (Walumbwa, Lawler, Avolio, Wang and Shi, 2005). Recent studies have shown that transformational leadership has a significant beneficial influence on how satisfied people are at work because these leaders inspire followers to set higher goals and devise plans of action to get them (Worthy, Dawson and Tavakoli, 2020).

The current body of research provides compelling evidence that transformative leaders decrease their followers' inclination to leave. By motivating staff to overcome challenges and continue to perform their jobs effectively, transformational leaders promote employee loyalty to the company. Alatawi (2017) provided evidence to support this, noting a link between transformative leadership and plans to increase staff turnover. As a result of excessive staff turnover and untalented or disinterested workers who remain under various leadership styles with narrow-minded visions (Alatawi, 2017). It has been observed that transformational leaders who foster a collaborative workplace culture increase employees' feelings of belonging and worth, which has been shown to lower both turnover intention and actual turnover (Sun and Wang, 2017). More recent research by Pravichai and Ariyabuddhiphongs (2018) found that transformative leadership significantly reduces the inclination to quit an organisation.

It has been discovered by several researches, like Dupré and Day (2007), that transformational leaders significantly improve employee job satisfaction, which lowers turnover intentions. Employees who were encouraged by their managers and found meaning in their work were less likely to leave the company. Additionally, according to B. M. a. Bass (2006, p. 36), successful transformational leaders reduce followers' intentions to leave by exemplifying how "the aims and values of the group, follower, leader, and organisation" are congruent. Therefore, because people see the leader as a facilitator for helping them reach their own objectives, which are also in line with those of the

organisation, followers are less inclined to leave. Additionally, followers who believe their needs are satisfied by the leader and receive personalised attention from them are more likely to stick with the group. Similar results were observed by Krishnan (2005) and Hughes *et al.* (2010) who discovered a substantial inverse association between transformative leadership and the intention of a subordinate to leave.

A number of transformative leadership traits are important. Particularly, idealised influence (i.e., charisma) inspires followers to want to identify with the leader, which encourages them to stick with the organisation as long as the leader is in charge (Shamir, House and Arthur, 1993). Additionally, "inspirational motivation is used by transformational leaders to develop emotional commitment to a vision or objective" (B. M. a. Bass, 2006, p. 36). Emotionally committed followers are less likely to consider leaving the leader or the group.

Employees with positions that need little supervision, however, could not be impacted by this leadership style because transformational leaders engage followers, frequently on an individual level. For instance, a research conducted by Sang Long, Yean Thean, Wan Ismail, and Jusoh (2012) among academic staff in a Malaysian community college found no correlation between academic staff turnover intention and transformative leadership. The authors explained this circumstance by pointing out how academicians spend much of their time working with pupils. They work with a great degree of autonomy and have little interaction with their managers.

F. Impact of Job Satisfaction on Turnover Intention

According to a number of ideas, workers who detest their occupations would avoid them, either permanently by resigning or momentarily by being absent or showing up late. Lack of job satisfaction is the primary driver of these withdrawl behaviours. This suggests that a high degree of work satisfaction has a negative link with the intention of employees to leave their jobs (Spector, 1997).

Employee turnover occurs, even in workplaces where employees have great job satisfaction. While very high turnover costs money, some turnover is normal and even advantageous to an organisation (Armstrong, 2006).

Job satisfaction and desire to leave the company are somewhat correlated, according to a number of research, including Ivancevich *et al.* (2011). According to George (2012), there is a somewhat negative link between work satisfaction and intention to leave the job, with a high level of job satisfaction being associated with a low intention to leave. This variety in relationship strength may be caused, in part, by the possibility that turnover is not ultimately determined by satisfaction. It is true that happy workers are less likely to leave their jobs than unhappy ones. Some unsatisfied workers, however, never leave, and even happy workers occasionally depart for another company.

However, according to Mobley's turnover process model, job satisfaction is what initiates the entire turnover process. The Mobley (1977). Dissatisfied workers could think about leaving, but highly content workers might never do so. Employees go through a process of weighing the advantages of a new employment against the expenses of leaving their current one. Employee benefits linked to seniority, such as pension plans or job security, may be part of the expenses; as a result, the employee may decide to leave or stay, which causes turnover behaviour. Of course, other factors may also be involved in determining real turnover; unhappy workers won't leave a company until the advantages of a new position exceed the disadvantages. Tae Heon, Gerhart, Weller and Trevor (2008), whose study concluded that work unhappiness was not the main factor in turnover, shared a similar viewpoint. They understood that even contented workers may depart for a number of reasons (such as better job offers or personal obligations) and that unhappy workers might never go.

However, research has also shown that employee turnover intention is highly impacted by work satisfaction. Job satisfaction surveys are "the most valuable data a manager or researcher can have for forecasting employee behaviour," claim Lambert *et al.* (2001, p. 246). In comparison to other criteria, such as alternative work options, financial rewards, tenure, and age, their study indicated that job satisfaction had the greatest direct influence on turnover intention. Job satisfaction is also a well-researched predictor of turnover, according to Van Dick *et al.'s* (2004b) study. They came to the conclusion that work satisfaction is a powerful predictor of actual turnover behaviour and has a considerable direct impact on turnover intention. Additionally, prior research by Tett and Meyer (1993a) and Cotton and Tuttle (1986) confirmed that work satisfaction is a key the importance of work happiness in predicting desire to leave. Like Smith and Shields (2013), who said that low levels of work satisfaction were a big worry for organisations since it is one of the main reasons for employee turnover, these researchers linked high levels of satisfaction with lower levels of turnover intention.

Noureen and Abbas (2017) state that there is a sizable body of evidence that contends work satisfaction is a predictor of both intended and actual turnover. Additionally, current evidence supports the significance of having a work satisfaction in lowering the intention of staff turnover. According to Park, Joaquin, Min and Ugaddan's (2018) research, when employees were content with their occupations, they were less likely to consider leaving their positions. In contrast, unsatisfied workers were more likely to consider leaving their positions. Additionally, a research by Matthews, Carsten, Ayers and Menachemi (2018) found that work satisfaction and excellent supervisor-employee relationships lowered the likelihood of employee turnover.

III. Conclusion

The qualities of transformational leadership, as well as the effects of this leadership style and work satisfaction on

employee turnover intention, have been discussed in general in this study. Evidence from the literature suggests that transformational leadership and work satisfaction lower employee turnover intention, which has a significant impact on an employee's choice to remain with or leave the organisation. The results presented in this work provide as a starting point for additional study in the relevant fields. To ascertain the degree to which each component influences turnover intention, researchers may think about doing more study on the distinct components of transformative leadership. Additionally, more study may be conducted to examine the factors that predict job happiness, which can aid businesses in understanding what keeps workers happy. Employees who are happy with their positions, the connection between turnover intention and actual turnover behaviour need more study, to sum up.

An employee's decision to quit or remain with his or her organisation is significantly influenced by transformational leadership and work satisfaction, according to a study of the research. Our knowledge of transformative leadership, job satisfaction, and their influence on employee turnover intention will hopefully be improved by the data provided here. Greater understanding of these crucial ideas can help organisations discover and develop effective leaders as well as develop tactics that boost employee work satisfaction. Such initiatives are anticipated to lower both intended and actual employee turnover, providing considerable advantages to organisations, particularly in terms of talent retention and decreased hiring costs.

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