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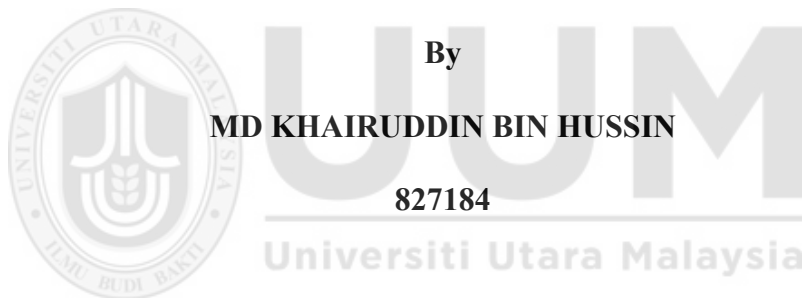
**A STUDY OF THE RELATIONSHIP BETWEEN LEADERSHIP STYLES, JOB
SATISFACTION AND INTENTION TO TURNOVER IN MANUFACTURING
INDUSTRY**



MD KHAIRUDDIN BIN HUSSIN

**MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA
AUGUST 2024**

**A STUDY OF THE RELATIONSHIP BETWEEN LEADERSHIP STYLES, JOB
SATISFACTION AND INTENTION TO TURNOVER IN MANUFACTURING
INDUSTRY**



**Thesis Submitted to
School of Business Management,
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Master of Human Resource Management**



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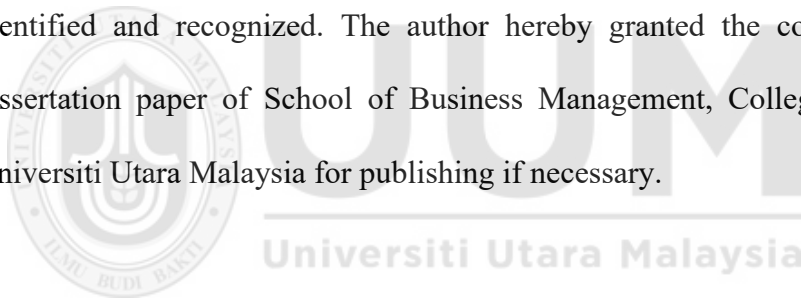
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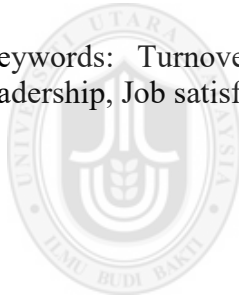
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ABSTRACT

In Malaysia, addressing employee turnover intentions is crucial for fostering a positive work environment within organizations. Typically, employees leave an organization when they experience job dissatisfaction related to factors such as job assignments, salary, rewards, and other conditions. The scarcity of research in the Malaysian context, combined with a limited understanding of turnover intentions, job satisfaction, and leadership styles, affects the Malaysian manufacturing industry and can hinder organizational success. Therefore, the objective of this study is to examine the relationship between leadership style, job satisfaction, and turnover intention within Malaysia's manufacturing sector. The study's population consists of 120 workers from the manufacturing industry in Malaysia, with data collected electronically via Google Forms, distributed through social media and email. The data analysis was conducted using SPSS version 29, employing various methodologies such as descriptive analysis, and Pearson correlation. The findings of this study reveal a significant negative relationship between employee turnover intention and factors such as job satisfaction, transformational leadership style, and transactional leadership style.

Keywords: Turnover intention, Transformational leadership, Transactional leadership, Job satisfaction

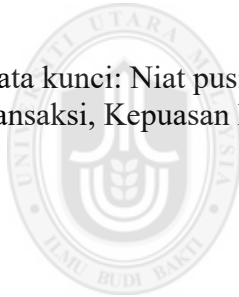


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ABSTRAK

Di Malaysia, menangani hasrat pusing ganti pekerja adalah penting untuk memupuk persekitaran kerja yang positif dalam organisasi. Lazimnya, pekerja meninggalkan organisasi apabila mereka mengalami ketidakpuasan kerja yang berkaitan dengan faktor seperti penugasan kerja, gaji, ganjaran dan syarat lain. Kekurangan penyelidikan dalam konteks Malaysia, digabungkan dengan pemahaman terhad tentang niat pusing ganti, kepuasan kerja, dan gaya kepimpinan, menjejaskan industri pembuatan Malaysia dan boleh menghalang kejayaan organisasi. Oleh itu, objektif kajian ini adalah untuk mengkaji hubungan antara gaya kepimpinan, kepuasan kerja, dan niat pusing ganti dalam sektor pembuatan Malaysia. Populasi kajian terdiri daripada 120 pekerja dari industri pembuatan di Malaysia, dengan data dikumpul secara elektronik melalui Borang Google, diedarkan melalui media sosial dan e-mel. Analisis data dijalankan menggunakan SPSS versi 29, menggunakan pelbagai metodologi seperti analisis deskriptif, dan korelasi Pearson. Dapatan kajian ini mendedahkan hubungan negatif yang signifikan antara niat pusing ganti pekerja dan faktor-faktor seperti kepuasan kerja, gaya kepimpinan transformasi, dan gaya kepimpinan transaksi.

Kata kunci: Niat pusing ganti, Gaya kepimpinan transformasi, Gaya kepimpinan transaksi, Kepuasan kerja



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LIST OF ABBREVIATIONS

HRM	Human Resources Management
JS	Job Satisfaction
USA	United State America
TL	Transformational Leadership
TS	Transactional Leadership
ITT	Intention to Turnover



CHAPTER 1

INTRODUCTION

1.1 Background of study

Malaysia's manufacturing industry has grown quickly since the 1960s, with over 1000 outlets spread across the country. This trend can be attributed to the fast pace of life in major cities, as well as the desire to merge mealtimes with other activities. Malaysian food consumption patterns have also been affected by the fast food industry. Human capital concerns, on the other hand, have persisted throughout the firm, with hiring and retaining over 100,000 employees creating significant challenges. Understanding employees and why they leave is critical for reducing labor turnover. Although a number of more than 100 percent was individually obtained from human resource managers questioned for this study, there has not been a comprehensive report on actual turnover rates in the Malaysian fast food industry. At one of the major fast food firms, the annual turnover rates for non-managers were 93 percent and for managers were 30 percent, respectively. Burger restaurants with non-managers workers had a 111 percent annual turnover rate. For the fast food sector to avoid employee turnover, it is essential to understand its reasons.

Moreover, turnover among workers is a global problem that has long plagued businesses everywhere. Belgium (15%), France (24.4%), Germany (16.5%), Italy (21%), Netherlands (15.4%), and the United States of America (18.6%) were among the countries which have high rates of

employment turnover, according to Joseph, Pierrard and Sneessens (2004) in an OECD evaluation (1996). This is really concerning for the hospitality sector, where there is a lot of worry about high turnover rates. Studies show that high turnover rates are an international problem rather than a national one. The entire sector, not just the USA, is impacted by high turnover. Malaysia, a developing nation, is not exempt from this issue (Khatri, Fern & Budhwar, 2001). The hotel industry faces serious problems as a result of employee turnover, which management must monitor and measure in order to address. This issue highlights the requirement for suitable management solutions.

Turnover of employees is a complicated, ongoing phenomenon that has an impact on the stability of the organizational climate, performance, productivity, and the retention of qualified employees. Abassi and Hollman (2000) defined employee turnover as the movement of workers within the labor market, between organizations, jobs, and occupations, as well as between circumstances of employment and unemployment. Measures of organizational productivity and performance are correlated with human resources (HR) costs such as recruiting, hiring, and training costs (Ballinger, Craig, Cross, & Gray, 2011; O'Connell & Mei-Chuan, 2007). Therefore, reducing employee turnover should be one of the top organizational priorities.

A leadership connection develops when one individual has an influence on the behavior or activities of others. It is sometimes used interchangeably with management, which focuses on the creation, structure, and management of organizational resources. To lead, one must be capable of managing. Leadership involves guiding individuals toward the desired goals of an organization's vision. It entails motivating and aiding individuals as they work energetically toward goals, transforming potential into reality. A skilled leader organizes the group and guides followers toward the achievement of goals. Leaders utilize their influence to persuade people to work toward common goals and maximize organizational achievements. This impact component does not suggest that the leader has authority over and commands the followers, but rather that the followers are influenced by their own conduct and actions. Goals are usually met because followers commonly follow the leader's actions and behaviors. As a result, leaders must inspire their followers with clever words and dexterous actions.

In the manufacturing industry shows that employers control employees to ensure they are loyal and do not leave the organization by providing rewards such as wages, bonuses, allowances and others. Some employers in manufacturing also implement punishment to employees to control potential employees and prevent employees from leaving the organization. This is in line with previous research by Asbari, (2024) which shows that transactional leadership plays an important role in ensuring the impact on employee turnover in organizations. In addition, in the manufacturing industry the role of the leader is very important because the leader will control and encourage

the employees to be more committed and loyal to the organization. The emphasized role of the leader is to be an inspiration and motivation to the employees. This is also proven by Rojak, et al. (2024) where a leader needs to be a role model for employees to be more committed and remain in the organization.

1.2 Problem statement

Managers in businesses follow a number of leadership philosophies based on their orientation. The management's cultural and educational background may have an impact on their orientation or the organizational setting. Any approach to leadership used by a specific manager has an impact on staff morale, productivity, and organizational dedication, which in turn may influence employees' decision to leave or remain with their company. Employee retention is critical to the success of firms because of the expertise that employees gain while working for the company. Recruiting, onboarding, and training newly hired employees may be time-intensive and expensive for a company with a high staff turnover rate, when new hires are learning the ropes of the job, there is a business interruption. Despite the fact that the majority of observers have given credit to workforce turnover in businesses vary according on motivational knowledge of how leadership contributes, among other factors. This paper that intends to study empirical investigations of leadership style and employee turnover and retention will assist you in developing the dominant perspectives on the subject.

Some new employees may not fit into the new organization's culture, which diminishes motivation to work in the new environment (Maertz, Steven, & Campion, 2003). Employees who believe the new atmosphere is unacceptable may reject the new culture and leave. Some staff are seeking to learn and adapt to the new culture of the fast-food establishment. Failure, on the other hand, will cause employees to lose motivation and opt to quit (Aarons & Sawitzky, 2006). Organizations should advise and explain their culture to their employees as soon as possible so that they can learn and adapt the new culture.

Clarke, Sloane, and Aiken's "Composition of the Workforce" was published in 2002. Members of an organization may change significantly from those who are already there throughout time, and these changes may have an impact on the organization's existing culture. Individuals of different racial or cultural origins, for example, may hold divergent views on a variety of workplace conduct concerns.

Organizational fit is a significant issue in Malaysian fast food businesses that influences turnover intentions. In fast food restaurants, this problem typically emerges among newbies since they do not fit in at their new place of employment. New employees are not familiar with their new jobs, and their desire to leave will increase if they find it difficult to integrate and advance within the organization (Kristof-Brown, Zimmerman, & Johnson, 2005). If newcomers are unable to fit in with the organization, their

performance will decrease (O'Reill, Chatmat, & Caldwell, 1991). The likelihood of promotion will decrease and motivation will decrease as a result of subpar performance. To make the most of their strengths, newcomers will decide to work for other businesses.

1.3 Research Objective

The objectives of this research is to test whether the independent variables which are transformational leadership, and transactional leadership fit are antecedents of turnover intention in Fast food industry . The dependent variable is turnover intention which will be tested with the independent variables.

- a) The study aims to understand the impact of leadership styles on employee turnover intention.
- b) To examine whether there are significant relationship between leadership styles and turnover intention in fast food industry.
- c) To determine whether there are significant relationship between job satisfaction and turnover intention.

1.4 Research Questions

- a) Does transformational leadership effects the turnover intention?
- b) Does transaction leadership effects the turnover intention?
- c) Does job satisfaction effects the turnover intention?

1.5 Scope of study

This study is conducted to examine the relationship between transformational leadership, transactional leadership, job satisfaction and intention to turnover among manufacturing industry employees. The dependent variable of this study is intention to turnover. The independent variables in this study are transformational leadership, transactional leadership, job satisfaction. This study will be quantitative research using the survey method. Data will be collected using a questionnaire. This study also used non-probability sampling, which is convenient sampling. Non-probability sampling refers to research samples that cannot be generalized confidently from the general population.

1.6 Significance of study

More employees recently made known an intention to leave their jobs. As a result, a company must examine the expenses of recruiting and selection (Bauer et al., 1998). This research would benefit and aid the majority of the fast food industry in cutting turnover rates in order to reduce hiring costs and the time required to train new recruits. It would also allow the organization to retain talented and highly skilled employees who can give exceptional work.

From a personal standpoint, when an employee is given a new duty in a new setting, they must learn how to integrate with the politics, values, and culture of their firm. Employees that are in-tune with their organization's culture and environment can adapt quickly. Porter (1961) noted that organizational

commitment is characterized by a strong belief and the willingness of the personnel to put forth effort on behalf of the organization. A stronger commitment is demonstrated by the number of employees who stay with the company rather than leaving. A high level of dedication from an employee also indicates that they are more likely to stay with the company.

Employees can more readily adapt to the organizational culture and perform better when it provides a favorable environment that is aligned with their personal values and professional goals. Employees also have the power to decide things in conjunction with their boss. Employees will be more motivated when given additional authority since they will have more autonomy in difficult tasks. It will motivate them to advance in their professional development and meet organizational objectives.

1.7 Definition of terms

a) Intention to Turnover

Turnover intention measures the likelihood that employees will choose to leave their positions or that the organization will decide to remove employees from their roles (Mobley, Horner, & Hollingsworth, 1978).

b) Transformational Leadership

Transformational leaders inspire and motivate their workforce through a shared vision, charisma, and the encouragement of innovation (Bass & Avolio's, 1991).

c) Transactional Leadership

Transactional leadership emphasizes clear expectations, as well as performance-based incentives and consequences (Bass & Avolio's, 1991).

d) Job Satisfaction

Job satisfaction is said to be a positive emotional response that is experienced or felt by the employee while he or she is working or doing their jobs (Montuori et al., 2022).

1.7 Organization of the Thesis

The thesis is divided into chapters systematically to ensure that exploration of the topic is done in structured and systematic method. This first chapter as the introduction explained was focused on introducing the topic, covering the background and problem statement. This thesis aims to look at relationship between the effect of transformational leadership, transactional leadership, job satisfaction on turnover intention in the manufacturing industry in Malaysia. This chapter will be followed by five more chapters. The second chapter will review existing literature on the conceptual definition, previous literature review and undermining theory of whistleblowing. In the third chapter, the research methodology will be discussed. This includes the design of the study, data collection methods, sampling strategies, and the tools employed for analysis. A clear rationale for the chosen methodologies will be provided.

1.9 Conclusion

There are 5 chapters in this study. Introduction, background of study, research objectives and research questions are all covered in chapter 1. The literature review in chapter 2 discusses studies conducted by experts in the field and books that have been written about intention to leave and the independent variables. Following come chapter 3, which details the methodologies used in this study to test the research questions posed in chapter 2 and advance the goals of this study outlined in chapter 1. The results supported by analysis were displayed and described in chapter 4. The research's discussion and recommendations are presented in chapter 5, respectively.



CHAPTER 2

LITERATURE REVIEW

2.1 Intention to leave

Intention to leave is the movement of workers within the labor market, between businesses, occupations, and employment and unemployment states. It is a process where a new employee is hired and trained when a position is abandoned, either voluntarily or involuntarily (Yeasin, 2023). The intention to leave is a key issue in many firms with variable turnover rates. The private sector frequently has a higher turnover rate than the public sector (de Geus, Ingrams, Tummars, & Pandey, 2020). Employee turnover rates vary and fluctuate depending on population density within a specific location. Individuals in low-unemployment locations find it easier to switch jobs, resulting in the highest turnover rate. Employee intention to leave is a significant problem in organizations, affecting organizational efficiency and job satisfaction (Mohammad et al., 2020).

This behavior is a strong substitute indicator for quitting behavior, as it negatively impacts employee performance and service quality. Organizations face significant costs, including direct costs like replacement, recruitment, selection, and indirect costs like morale, pressure on work, organizational memory, and loss of social capital (Yeasin, 2023). Moreover, the reasons to leave organizations may vary, but most are related to practices such as compensation, training, participation in decision-making, and work conditions. Researchers argue that understanding these factors can help

managers address this issue and ensure the continued success of their organizations (Mohammad et al., 2020).

Human resources (HR) play a crucial role in achieving sustainable competitive advantage and reducing the intention to leave skilled employees (Hamadamin & Atan, 2019). This issue affects manufacture profitability and is a continuous problem in many organizations worldwide. Human capital plays a significant role in organizational success, as it influences employee loyalty and willingness to stay. Additionally, Mohammad et al. (2020) added, where, the service organizations must provide physical and psychological conditions to retain workers for as long as possible, as the loss of competent, trained employees negatively impacts customer interaction and service quality.

According to research (Taşpınar & Türkmen, 2019), the Intention to leave can be defined as an attitude tendency or level where an employee can leave the organization or voluntarily resign from their job. It is a personal desire or desire to leave the organization, and it is considered one of the strongest competitiveness indicators among business organizations (Mohammad et al., 2020). Personal characteristics, organizational policies, work nature, and the ability of the worker to perform assigned tasks contribute to the reasons for rotation of work and the departure of employees. Despite extensive research, the rate of turnover has not decreased (Alias et al., 2018). Some of the reasons people quit are inadequately carried out methods, conflicts between work, personal life, a lack of drive, issues being promoted, poor

performance, and discontent at work. According to Al-Suraihi, Samikon and Ibrahim (2021), employees who feel compelled to leave their jobs in order to disrupt the organization's structure are more likely to depart. It distinguishes between forced and voluntary turnover, the former being intentional and the latter being involuntary. Some of the variables that influence the decision to quit include aversion to doing tasks, discontent, and preconceived conceptions.

Furthermore, workplace difficulties, communication, the work environment, tasks, compensation, and perks, according to the study, can all contribute to employee dissatisfaction (Alias et al., 2018). External influences such as opportunities for job advancement, personal conflicts, financial concerns, and company features all impact employee decisions. Employee turnover has a negative impact on the remaining workforce, lowering job satisfaction, productivity, and motivation. It is critical to detect turnover patterns in order to address this issue and take proactive actions to mitigate its consequences on worker happiness, productivity, and overall business success.

2.2 Leadership styles

Leadership styles are crucial in encouraging people to follow policies and procedures in order to achieve business goals. They are critical in dynamic environments where skilled and adaptable leaders are required for task fulfillment, such as Malaysian manufacturing businesses. Effective

leadership is defined by the leader's ability to persuade followers to achieve these goals.

Leadership is a crucial element in organizational behavior, as it is a flexible impact of individual and organizational interactions. Different leadership styles yield different results when subjected to various circumstances. Leadership is a judicious tool in motivating employees towards improved growth and development. Organizational performance refers to an organization's capacity to achieve specific aims and goals, such as excellent financial outcomes, high organizational profits, and quality products manufacturing (Dastane, 2020). Discourses on the correlation between leadership styles and performance are abundant and varied, with some scholars believing that leadership styles can improve organizational performance, while others argue otherwise.

Moreover, effective leadership practices give firms a competitive advantage while also laying the framework for increased productivity and growth. Diverse leadership philosophies may be utilized by diverse organizations, and the style chosen has an impact on the development and success of the organization. The hallmark of transformational leadership is instilling pride, ideals, optimism, inventiveness, and respect for followers, which is defined by idealized influence, inspirational motivation, intellectual stimulation, and individual consideration.

However, quality management practices and leadership theories are designed to improve employee happiness and organizational success. Leadership is essential for strategic human resource management, innovation, and creativity. Transformational leaders inspire and guide their people to achieve high standards. Productivity increases under effective leadership, particularly transformational leadership that develops a quality management culture. As a result, the support of higher management is critical to the success of quality improvement projects.

Leadership is a relationship in which one person influences the conduct or behavior of others. It is usually used as a synonym for management, which is concerned with the creation, organization, and management of organizational resources. The essence of leadership is aligning individuals with the expected outcomes of an organization's vision, and being a leader necessitates managerial abilities (Nandasinghe, 2020). It is the process of making potentials a reality by encouraging and assisting people to work tirelessly toward their goals. A capable leader directs the group and guides followers toward the attainment of goals. Leaders use their influence to persuade others to work toward goals and optimize outcomes inside the organization. The influence factor is their own activities that influence the behavior and actions of their followers, not the leader's power to dominate (Haslam, Reicher, & Platow, 2020).

Hence, the efficacy of an organization is determined by its leadership, and different leadership ideologies can have an impact on both personnel and

output. Based on the lean ideology, lean leadership stresses effectiveness, waste reduction, and continuous progress (Mohammad & Oduoza, 2020). It has its roots in manufacturing, where it increases value for both customers and employees by streamlining operations. The three pillars of lean leadership are empowering employees, identifying and eliminating waste, and encouraging a culture of continuous improvement (Toledo, Gonzalez, Lizarelli, & Pelegrino, 2019). Leadership theories include a number of methods, such as trait theories and behavioral theories.

2.2.1 Transactional Leadership

Conversely, transactional leadership places a strong emphasis on discipline through rewards and penalties, which may stifle innovation and long-term growth (Mabasa, 2018). Higher motivation, increased work satisfaction, and improved organizational performance are often associated with transformational leadership. On the contrary, transactional leadership could be less flexible and open to change. The qualities of followers, the task at hand, and the organizational environment all affect how effective a leader is. Some academics claim that "transformational-transactional leadership," which integrates transactional and transformational elements, can be helpful in some situations (Megheirkouni, Amaugo, & Jallo, 2018).

The core of transactional leadership is the use of rewards and penalties to motivate followers and achieve team goals. In order to motivate subordinates to reach predetermined goals, it is vital to regularly evaluate their performance, ensure that their roles are clearly stated, and implement

an incentive and disciplinary system (Musembi, Guyo, Kyalo, & Mbutia, 2018). This strategy encourages followers to willingly follow the leader's guidance in order to be recognized, receive rewards, or avoid trouble. In an exchange relationship between the leader and followers, task outcomes are preset. Furthermore, transactional leaders ensure that great performance is recognized and that deficiencies or missed targets are addressed through reprimands or consequences.

Hence, transactional leadership is a leadership style that emphasizes communication between leaders and followers. It requires detailing tasks and roles, as well as penalties and incentives, and motivating people through transactions. Transactional leaders assign well-defined tasks and responsibilities to their subordinates, with repercussions for failing to meet expectations and incentives for surpassing them. (Wahyuni, Purwandari, & Syah, 2020) consult with their subordinates and other stakeholders to determine the criteria and requirements for awards. Task-oriented, transactional leaders focus on completing organizational responsibilities and directing subordinates toward specified goals through job definition.

Leaders and subordinates engage in a variety of bargaining behaviors to establish expectations and rewards under transactional leadership (Khan, Busari, Abdullah, & Mughal, 2018). Active management by exception, in which leaders actively monitor and intervene in the work process to minimize errors, and contingent rewards, which include both material and psychological rewards, are examples of this. Passive management by

exception, on the other hand, comprises disciplinary action when a work process malfunction occurs but no additional assessment or input is provided (Yaslioglu, & Erden, 2018). This organized strategy works best when roles are clearly defined and a methodical approach is required to ensure performance and responsibility. Overall, transactional leadership provides a precise structure for achieving company goals through the exchange of rewards and labor.

Moreover, based on (Appiah-Nimo, 2018) leadership theory emphasizes the reciprocal influence that exists between superiors and subordinates, particularly in regard to transactional leadership. It understands how relative duties shift over time and the importance of transactional activities in excellent leadership. Transactional leaders encourage employees by enforcing rules, offering contingent rewards, and taking corrective action. They consider this assistance as a trade and provide incentives and recognition for meeting company objectives (Richard, 2020). Employee performance improves when operations are completed as ordered by the boss and errors and grievances are resolved (Prasetya, 2018). This theory can be applied to several types of organizations and is linked to organizational effectiveness in various types of organizations. Small business success is heavily reliant on leadership, and transactional leaders are critical to the process of making strategic decisions. The primary focus is on creating, directing, and regulating scenarios that have an impact on marketing, finance, human resources, and structural improvements (Nurlina, 2022). Transactional leaders prioritize clear instructions,

contingent rewards, and employee performance, all of which have a substantial impact on company culture across multiple functional areas. This method works effectively in a number of situations because it emphasizes the broad impact that leaders, particularly transactional leaders, make inside an organization. Transactional leaders have a significant impact on corporate culture across a wide range of functional disciplines (Faraz, Yanxia, Ahmed, Estifo, & Raza, 2018).

2.2.2 Transformation leadership

Transformational leadership focuses on bringing about change and transforming an organization's values, beliefs, attitudes, behaviors, emotions, and subordinate needs in order to bring about greater future change. This leadership style has a huge impact on followers because it motivates them to put their personal interests aside for the sake of the firm. Along with promoting self-improvement, transformational leaders inspire their followers to work hard toward common targets by supporting them in perceiving problems from new perspectives. The term "transformational" is derived from the verb "to transform," which implies to put an idea into action. Transformational leaders have a tremendous influence on their followers and inspire them to put their own interests aside for the benefit of the firm (Vipraprastha, Sudja, & Yuesti, 2018).

Followers are inspired to go above and beyond expectations and grow as individuals when led by a transformational leader (Khan, Abdullah, Busari,

Mubushar, & Khan, 2020). This encourages innovation and extra work for the benefit of the organization. It is influenced by factors such as the environment, the leadership power structure, and the characteristics of the followers. Leaders do not always use the same technique with both new and experienced employees in order to obtain better results. Hence, according to researchers the objective of transformational leadership is to enable followers to achieve corporate and group goals by concentrating on their individual needs and strengths (Khan, Abdullah, Busari, Mubushar, & Khan, 2020).

Personal attention, intellectual stimulation, driving inspiration, and ideological impact differentiate it. Idealized influence is a leader's social charisma, such as inspirational motivation is a combination of visionary leadership, collaborative effort, and follower encouragement. These traits combine to form charismatic-inspiring leadership (Abraham, 2021). Intellectual stimulation improves creativity, problem-solving ability, decision-making ability, support, and involvement. Individualized consideration fosters a learning atmosphere in which followers can gain knowledge and confidence, and feel themselves as valuable contributors to the company's success.

Abraham (2022) found the new ideas in leadership emerged as a result, such as transformational leadership, which emphasizes behaviors and characteristics that promote stability and change inside organizations. Visionary, inspiring, bold, risk-takers, and serious thinkers with an engaging

style are characteristics of transformational leaders. They are willing to put forth more effort than is required and are judged by the faith, respect, loyalty, and adoration of their followers. In order to succeed, followers of transformational leaders are given an inspiring purpose, vision, and sense of belonging. This encourages them to think outside the box and challenge the status quo. However, in this research paper (Abraham, 2020) highlight the characteristics of transformational leadership, such as the inspirational motivation, intellectual stimulation, idealized influenced and individualized consideration.

A transformational leadership presents a clear vision, encourages and supports followers, challenges them to exceed expectations, and attends to their specific needs (Mohan, 2018). Furthermore, transformational leaders may motivate their followers, which challenges them and helps them grow personally (Mohan, 2018). Leaders who set a high bar for their subordinates are examples of idealized influence. In this research paper, leaders who set a high bar for their subordinates are examples of idealized influence (Kanokmaneechotikul, 2021). As a result, colleagues can respect and trust leaders with idealized influence to make profitable business choices (Farnsworth, 2019). Another characteristic of transformational leadership is intellectual stimulation. This character of transformational leadership can motivate and inspire individuals to be inventive and creative by challenging norms and accepted wisdom, reevaluating challenges, and adopting new viewpoints on long-standing issues (Mohan, 2018). This feature will inspire and urge followers to utilize creativity in their working processes to improve

workflow. Farnsworth (2019) defines intellectual stimulation as leaders who inspire creativity and innovation by challenging their community's conventional assumptions or opinions. Leaders that are intellectually stimulated inspire critical thinking and problem solving in order to better the organization or business (Farnsworth, 2019).

Furthermore, inspirational motivation characteristic also can be defined as transformational leaders interact with their team members by making their work more challenging and meaningful, and they act in ways that inspire and drive them (Mohan, 2018). As a result, followers would be encouraged to devote themselves to their common aims and vision. Furthermore, Farnsworth (2019) defines inspirational motivation as leaders motivating subordinates to devote themselves to the organization's objective. In order to meet the organization's revenue and market expansion goals, inspirational leaders will foster team spirit (Farnsworth, 2019). Lastly, individualized consideration is the dimension provides each member of the organization with the leader's individual and individualized attention (Mohan, 2018). Furthermore, the leader will act as a coach or mentor to help followers focus on areas of development and progress (Mohan, 2018). Individual consideration can also be expressed as leaders who serve as mentors and advisors to their subordinates. Individually thoughtful leaders encourage their team members to achieve goals that benefit both the group as a whole and individual members (Farnsworth, 2019).

2.3 Job Satisfaction

Job satisfaction is another identified factor that can have role to play in whistleblowing. Job satisfaction, as in this research, will be the extent to which individuals feel content with their jobs, how happy they are while doing the role they are currently working in. Job satisfaction is defined as the level of contentment that the employees working in a company or organization might feel with their jobs or current roles, they are involved in. Job satisfaction is said to be a positive emotional response that is experienced or felt by the employee while he or she is working or doing their jobs (Montuori et al., 2022). Job satisfaction is greatly affected by the work environment, the fulfillment if the expectations that the employ has regarding the job as well as the alignment of personal preferences.

On the other hand, some people just have to work and find it unpleasant. Job satisfaction reflects people's level of happiness in their jobs. Job satisfaction is the most extensively examined field in organizational behavior (Anwar, 2017). For a variety of reasons, individuals should be aware of their level of work satisfaction; hence, the results of job satisfaction surveys affect not just employees but also the firm. Employees clearly demand equal treatment. Employees who feel respected and satisfied in their employment may be reflecting good treatment. According to the corporation's viewpoint, increasing job satisfaction may lead to better employee performance, improving business outcomes (Ali & Anwar, 2021).

Improvements in growth, function, success, and stability are associated with higher levels of satisfaction in the workplace. When it comes to making employees satisfied in their jobs, there are a few things that companies should prioritize more. Workplace factors that contribute to employee engagement, retention, and performance include work rotation, job enrichment, emotional support, increased participation in problem-solving, increased dedication to organizational objectives, and motivating components. Satisfaction felt while working is different from satisfaction felt when a project is done. Two types of satisfaction exist, based on the source of the feeling: internal and external. A employee has external satisfaction when they get monetary or other outside benefits for completing a task, and "internal satisfaction" when they like what they're doing while working on the task itself. Assuming that his wants would be satisfied, the employee gets to work, and he commits to helping the company reach its objectives (Onder, Akçil, & Cemaloglu, 2019).

Job satisfaction has multiple definitions define by Önder et al. (2019) which suggested defined job satisfaction as being satisfied with work. Job satisfaction is a major factor in business productivity and activity. Employees who are satisfied succeed in their jobs. Job satisfaction is the financial gain and pleasure of working with coworkers one like and when attitudes towards work and outcomes meet expectations as well as from positive views towards the corporate and social environment, salary, working conditions, and promotion opportunities and encompasses all aspects of a job (Yuswono & Hartijasti, 2018). This concept is important for

organizations since job satisfaction is connected to characteristics like loyalty to the job and organization, alienation from the workplace, performance, punctuality, and leaving work on time. Neoclassical management values employee pleasure.

In management knowledge, people are most valuable. Employees who are satisfied may make workplaces more sustainable and productive. Internal dynamics affect organizational performance more in a competitive context. Job satisfaction shapes internal dynamics. Being the most essential component of production, person satisfaction enhances organizational performance and provides a solid basis for success. Good relationship and support among colleagues, fair compensation, growth opportunities, and employee-centered management improve employee satisfaction (Yuswono & Hartijasti, 2018).

The employee begins to feel dissatisfied when he or she believes that their efforts are not being properly compensated. Organizations that rely on their employees in order to remain stable may struggle to stay stable if their employees are dissatisfied with their jobs and often miss out on work. Managers should prioritize employee wellness and job satisfaction above everything else. An employee evaluates the performance of their job by comparing it to their expectations. When evaluating his or her own work and the results it produces, an individual also looks at other employees and evaluates themselves. This comparison makes them feel positive about themselves if their degree of acquisition is the same or higher than their

colleague. The basic feeling necessary for job satisfaction is the same level of status as a consequence of this comparison. Employees may experience a range of feelings and opinions when faced with internal or external forces, as well as self-imposed barriers, that restrict their progress towards personal objectives. Job satisfaction and loyalty to the company might be impacted by these factors as well (Onder, Akçil, & Cemaloglu, 2019).

Job satisfaction influence the loyalty and productivity of the employee in the organization. The improvement of productivity, responsiveness, quality, and recognition of service is contingent upon the contentment of employees in their respective employment. According to Paais and Pattiruhu (2020), there is a belief that employees who possess high levels of motivation, dedication, and job satisfaction are more inclined to engage in behaviors that positively impact the performance of the company. Job satisfaction is impacted by factors such as career opportunities, job autonomy, teamwork, and the level of difficulty in the job (Ali & Anwar, 2021).

2.4 The relationship between transactional leadership and intention to leave

In the introduction to this research, the relation between transactional leadership and intention to leave was briefly described. Various researchers have focused at how transactional leadership affects certain aspects of intention to leave. Transactional leaders are those who direct or inspire their followers towards predetermined goals by making clear the requirements for

their roles and tasks (Suhartono, Sulastiningsih, Chasanah, Widiastuti, & Purwanto, 2023). This is based on a stream of research that examined how to distinguish between transformational and transactional leaders. Where followers of transformational leaders are motivated to put the organization's needs ahead of their own. Beyond what transactional leadership alone can achieve, transformational leadership raises the bar for follower effort and performance (Abraham, 2022).

(Kustanto, Hamidah, Mumpuni, & Gunawan, 2020) claimed that a leader who practices transactional leadership motivates his followers by appealing to their own interests. The behavior of a leader is centered on the outcomes of assignments and the connections that productive employees have in exchange for the intended benefits. Through contract negotiations, responsibility definition, incentives and recognition, and a set of expectations for meeting expected performance, transactional leadership enables leaders to modify their style and behavior to comprehend followers' expectations (Khan, Busari, Abdullah, & Mughal, 2018).

Highlight that there are three fundamental, strongly linked components of transactional leadership which is contingent reward which is exchanges incentives for work, guarantees rewards for excellent performance, and acknowledges achievements (Alrowwad, Abualoush, & Masa'deh, 2020). Next, management by exception (active) which is keeps an eye out for violations of policies and guidelines, investigates, and takes appropriate

action. In addition, management by exception (passive) which is only steps in when requirements are not fulfilled (Gerçek, 2018).

Transactional leadership seeks to motivate followers to carry out their duties in accordance with expectations, whereas transformational leadership primarily focuses on motivating followers to accomplish a task beyond expectation (Kark, Van Dijk, & Vashdi, 2018). Although transactional leadership and transformational leadership are conceptually distinct, transactional leadership both contains and fosters transformational leadership (Berkovich & Eyal, 2021). In order to complete tasks with expected performance and additional effort, transactional leaders practice in the present state of expected effort through feedback, rewards, direction, and resource allocation (Richard, 2020).

Followers voluntarily fulfil the requirements set forth by the leader in order to get praise and awards or avoid punishment for failing to meet expectations or failing to accomplish goals. Transactional leaders reassure their subordinates that they will pay out incentives in the event that they do very well at work (Gagné, Morin, Schabram, Wang, Chemolli, & Briand, 2020). Likewise, failure to perform or achieve will result in criticism or similar sanctions. The task outcomes that the follower must do in order to be rewarded or to avoid punishment are predetermined by both the leader and the follower (Sulamuthu & Yusof, 2018). Employees' psychological sense of loyalty to their company will grow as a result of this exchange connection (Mahmood Aziz, Jabbar Othman, Gardi, Ali Ahmed, Sabir,

Burhan Ismael, & Anwar, 2021). More precisely, because of the commitment that transactional leaders foster, workers show their allegiance to the company and continue to work there because they like their jobs. For instance, Ahmad (2020) discovered that workers who feel unsupported by their managers or company are less dedicated to their work and would sooner quit, which contributes to deliberate turnover.

Based on the relationship between transactional leadership and intention to leave will develop the hypothesis:

H1: The significance relationship between transactional leadership and intention to leave.



2.5 The relationship between transformational leadership and intention to leave

Transformational leadership is superior to transactional leadership (Samson & Ilesanmi, 2019). For instance, research examining managers in a variety of settings, such as the corporate world and the armed forces, revealed that transformational leaders were regarded as superior to their counterparts who demonstrated transactional leadership in terms of effectiveness, promotability, and interpersonal skills. Evidence also demonstrates a strong correlation between transformational leadership and increased levels of corporate entrepreneurship, employee satisfaction, creativity, goal attainment, follower well-being, and productivity, especially in start-up businesses (Campus, 2021).

Transformational leaders positively affect their workers' job satisfaction, especially their contentment with their leaders, according to the findings of Bass (1985) initial research by showing them how important they are on an individual basis and encouraging them to reach their greatest potential, the leader inspires each employee to feel special. According to several other research (Berson & Linton, 2005; Bono & Judge, 2003; Nemanich & Keller, 2007; Podsakoff, Mackenzie, & Bommer, 1996), there is a strong positive correlation between transformative leadership and work satisfaction. Given the substantial impact that leaders have on an individual's overall job satisfaction, a number of studies have concentrated primarily on the leader's level of satisfaction.

Transformational leaders positively affect their workers' job satisfaction, especially their contentment with their leaders, according to the findings of Boamah, Laschinger, Wong, & Clarke, (2018). Initial research by showing them how important they are on an individual basis and encouraging them to reach their greatest potential, the leader inspires each employee to feel special. According to research (Nazim & Mahmood, 2018), there is a strong positive correlation between transformation leadership and work satisfaction that given the substantial impact that leaders have on an individual's overall job satisfaction, a number of studies have concentrated primarily on the leader's level of satisfaction.

Based on data from 185 managers in South African manufacturing businesses that are listed on the Johannesburg Stock Exchange (JSE), the author discovered a strong inverse correlation between transformative leadership and resignation intention (Booyesen, 2019). Additionally, transformational leadership was shown to be adversely correlated with employee turnover intention in an exploratory study by Campus (2021) among academic staff at a community college in Malaysia. The study also looked at the association between employee turnover intention and leadership styles.

According to Sulamuthu & Yusof (2018), an organization's financial costs associated with staff turnover may be inadvertently overshadowed by an undervaluation of the issue. However, existing research (Huang, Du, Wu, Achyldurdyeva, Wu, & Lin, 2021) indicates that if leaders exhibit strong leadership qualities and meet their team members' expectations, employee turnover may be significantly decreased. Demonstrated a strong inverse association between the aim of voluntary organizational turnover and transformational leadership style, as well as between transactional leadership conduct and this goal (Luthra & Singh, 2019). The aforementioned analysis suggested that there would be a considerable inverse association between employees' intention to leave and transformational leadership behaviors. Understanding the difference of transformational leadership is therefore advantageous for long-term employment (Budur, 2020).

The phrase "the extent to which employees successfully perform their tasks" is used to characterize employee performance. In the past, studies have examined workers' performance using a variety of metrics (Schneider, Yost, Kropp, Kind, & Lam, 2018). Examining the relationships between employee performance, transformational leadership, and turnover intention revealed a possible role for employee performance as a mediator in the relationship between turnover intention and transformational leadership. Additionally, through motivating staff to overcome challenges and continue being productive members of the team, transformational leaders cultivate a sense of loyalty among the workforce.

Park & Pierce (2020) found evidence to support this, noting a negative correlation between employee turnover intentions and transformational leadership. Certain leadership philosophies, on the other hand, that have a limited perspective contribute to a high employee turnover rate and disengaged or untalented remaining staff (Campus, 2021). It has been discovered that transformational leaders who foster a collaborative workplace culture provide their staff members a sense of worth and belonging, which lowers both intention and actual turnover (Lee, Idris & Tuckey, 2019). More recent research by Yücel (2021) found that transformational leadership significantly lowers employee turnover intention, supporting this finding.

Based on the relationship between transformational leadership and intention to leave will develop the hypothesis:

H2: The significance relationship between transformational leadership and intention to leave.

2.6 The relationship between job satisfaction and intention to leave

The relationship between job satisfaction and turnover intention has been extensively studied in organizational behavior research. Job satisfaction, which refers to the extent to which employees feel positive about their work and work environment, is consistently found to be a significant predictor of turnover intention. Turnover intention is the likelihood or intention of employees to leave their current job or organization.

A foundational concept in this area is that higher levels of job satisfaction typically lead to lower turnover intentions. This relationship is supported by several theories and empirical studies. For example, the Job Satisfaction-Turnover Intention model posits that job satisfaction acts as a crucial determinant of turnover intention. When employees are satisfied with their jobs, they are less likely to consider leaving their organization (Febriari, et al., 2024). According to this model, dissatisfaction with job aspects such as compensation, work conditions, or interpersonal relationships often leads to increased turnover intentions as employees seek better opportunities elsewhere (Chen, et al., 2023).

Empirical evidence further reinforces this relationship. Studies have consistently found a negative correlation between job satisfaction and turnover intention. For instance, a meta-analysis by Ariawan, et. al. (2024)

demonstrated that job satisfaction has a strong negative relationship with turnover intention. Their analysis found that employees who reported higher job satisfaction were less likely to express intentions of leaving their jobs. Similarly, Pinnington, et al. (2023) found that job satisfaction is one of the most robust predictors of turnover intention across various industries and job types.

Furthermore, the relationship between job satisfaction and turnover intention is influenced by various mediating and moderating factors. For example, organizational commitment and perceived organizational support have been shown to mediate the relationship between job satisfaction and turnover intention (Stemmer, et al. 2022). Employees who perceive high levels of organizational support and are committed to their organization are less likely to leave, even if their job satisfaction fluctuates.

In addition, contextual factors such as job characteristics, work environment, and individual differences play a role in moderating this relationship. For instance, job satisfaction's impact on turnover intention can be moderated by factors such as job role complexity, organizational culture, and the availability of alternative employment opportunities (Xiao, et al. 2022).

Overall, the consistent finding across various studies is that job satisfaction serves as a key predictor of turnover intention. Employees who experience high levels of job satisfaction are generally less inclined to leave their

current positions, while those who are dissatisfied are more likely to consider alternative job options.

Based on the relationship between job satisfaction and intention to leave will develop the hypothesis:

H3: The significance relationship between job satisfaction and intention to leave.

2.5 Conclusion

In conclusion, transformational leadership is characterized by its transformative and inspiring nature, where leaders and followers collaborate in a mutually motivating process. It contrasts with transactional leadership, which is more contingent and task-focused.

The study investigates how transactional and transformational leadership styles influence employees' aspirations to leave. The study focuses on the manufacturing business, which has a high workforce turnover rate. It seeks to comprehend the aspects influencing the intention to leave, which is a person's desire to leave their current position or firm. The study focuses on transactional, transformational leadership styles and job satisfaction, which stress performance incentives and rewards as well as inspiring and motivating followers. This expertise can provide light on the challenges specific to Malaysia's manufacturing industry.

CHAPTER THREE

METHODOLOGY

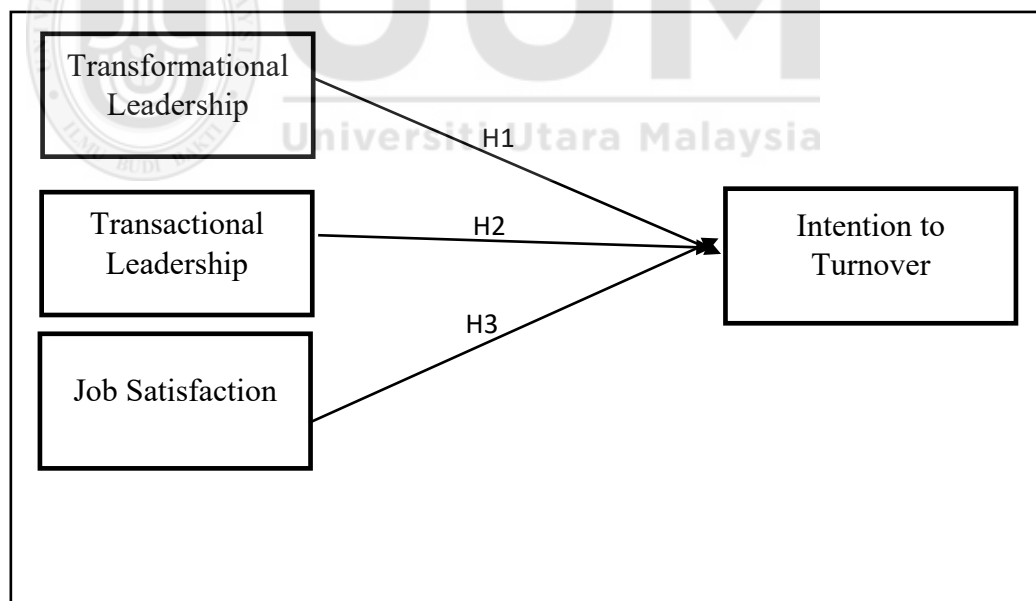
3.1 Introduction

This chapter explains the research methodologies that were used in this study. Research design, operational definition, hypotheses, sample methods, and a framework are all part of this study. Methods for data collection, measurement tools, data analysis, and results are all covered in this chapter.

3.2 Research Framework and Hypotheses

Figure 3.1

Research Framework



Based on research question and objectives of this study, the research hypotheses have been developed. The following hypotheses of this study as below:

H1: There is a significant relationship between transformational leadership and intention to turnover.

H2: There is a significant relationship between transactional leadership and intention to turnover.

H2: There is a significant relationship between job satisfaction and intention to turnover.

3.3 Research Design

Research design refers to the overall structure, plan, and strategy formulated to guide a research study. It outlines the systematic process by which researchers collect, analyze, and interpret data to address specific research questions or objectives. The research design is a blueprint that encompasses the overall framework, methods, and procedures employed in a study, ensuring a logical and organized approach to the study (Bloomfield & Fisher, 2019).

The present study utilizes quantitative research methodology to examine the determinants that impact intention to turnover in the organization. A quantitative study refers to a research methodology that encompasses the systematic gathering and examination of numerical data in order to address particular research inquiries or verify hypotheses (Fischer et al, 2023). Quantitative research is the use of organized instruments, such as surveys, experiments, or structured observations, by researchers to collect data that can be quantified and subjected to statistical analysis. In accordance with the chosen methodology, the present research will use a data collecting

approach that facilitates the acquisition of numerical data (Bloomfield & Fisher, 2019). Subsequently, statistical analysis will be employed to assess the validity of the formulated hypotheses.

This study will exclude persons who are now unemployed and participants who do not belong to the designated age cohorts. The size of the sample is a crucial factor in sampling. Due to practical limitations, it is not possible to enroll the whole target population in the research. Therefore, a subset of participants is selected to reflect the larger population, from whom data collection is feasible. The determination of the sample size in research plays a crucial role in establishing the validity and generalizability of the findings (Gill, 2020).

3.4 Measurement of Variables

The survey questionnaire serves as a methodical tool intended to gather data on significant factors pertinent to the research. The survey consists of a set of inquiries and corresponding answer choices designed to assess participants' beliefs and attitudes pertaining to work satisfaction, organizational support, equitable treatment, cooperation, and whistleblower conduct. The selection of the survey questionnaire as the principal instrument for data collection was based on its efficacy in efficiently obtaining quantitative data from a varied population. The use of this approach enables the establishment of a consistent means of quantifying variables, hence allowing the application of statistical techniques and

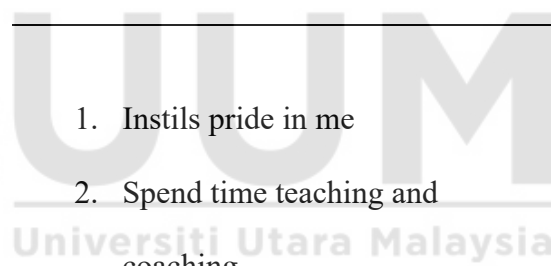
yielding significant insights into the determinants that shape generational perspectives on whistleblowing (Sharma, 2022).

The survey questionnaire used in the present research is structured into two primary parts. The first portion, referred to as demographic information, is to collect data pertaining to the demographic characteristics of the participants. This section serves the purpose of characterizing the sample and identifying possible factors that may impact job satisfaction and intention to turnover. The participants will be requested to provide details pertaining to their age, gender, and years of professional experience. Measuring instruments, examines the fundamental variables of interest, namely work satisfaction, and intention to turnover. Measurement is conducted using the Likert scale, which consists of a range of values from 1 (Strongly Disagree) to 5 (Strongly Agree). The participants will be asked to provide their responses to statements that are associated with each variable, expressing their degree of agreement or disagreement. The use of this systematic methodology enables a numerical evaluation of individuals' views and attitudes. The measuring instruments for each variable, together with their respective sources, are shown in Table 3.1.

Table 3.1

Measurement

Variables	Items	Author
Intention to Turnover	1. I often think about quitting my present job.	Mobley, Horner, & Hollingsworth (1978)
	2. I will probably look for a new job in the next year.	
	3. As soon as possible, I will leave the organization.	
Transformational Leadership	1. Instils pride in me	Mobley, Horner, & Hollingsworth (1978)
	2. Spend time teaching and coaching.	
	3. Consider moral and ethical consequences.	
	4. Views me as having different needs, abilities, and aspirations	
	5. Listens to my concerns.	
	6. Encourages me to perform.	
	7. Increases my motivation.	



8. Encourages me to think more creatively.
9. Sets challenging standards.
10. Gets me to rethink Bass and never-questioned ideas Avolio's (1991)

11. Makes clear expectation.

12. Will take action before problems are chronic

13. Tells us standards to carry out work.

14. Works out agreements with me. Bass and Avolio's (1991)

15. Monitors my performance and keeps track of mistake.

Transactional
Leadership

Job Satisfaction

1. I am satisfied with the task given to me.

2. All jobs done by me are appreciated by the upper-level

management. Said et. al (2017)

3. I feel motivated working
in this organization.
 4. I would recommend my
company as a place to
work.
 5. Co-workers always
support me in doing my
job.
 6. The work I do is
meaningful to me.
 7. In general, I am satisfied
with my job
-

3.5 Data Collection Procedure

Google Form is the programme utilised to gather data for this study via the usage of WhatsApp as a communication channel. This approach is used because of its convenience, allowing participants to carry out their survey at any time and in any location. The participants were provided with an introduction to the research and a refresher on the meaning of whistleblowing. This is intended to provide the author with more accurate and specific data for the purpose of this study.

The participants were provided with a deadline, set at 14 days from the day the link was distributed. Once the data has been gathered, it is exported from Google Form and transferred to a spreadsheet to provide more effective

filtering and sorting. The gathered data is exported to SPSS version 29.0 for analysis and obtaining findings.

3.6 Population

This study population consists of a diverse range of employees from variety of disciplines and backgrounds in the organization who have directly knowledge or experience that is important to intention to turnover situations in their respective workplaces.

This study aims to capture a comprehensive range of perspectives and experiences regarding intention to turnover, job satisfaction, and leadership styles, by encompassing such a diverse population. This method not only improves the relevance and applicability of the findings across various organizational contexts, but also enables a more nuanced comprehension of the intricate relationship between organizational factors and whistleblowing behavior. The population for this study is 120.

3.7 Sample size

In accordance with the Krejcie and Morgan (1970) table 3.2, a sample size of 92 of the organization's 120 employees would be sufficient. Krejcie and Morgan's table is employed to ascertain the number of samples to collect from a specific population while maintaining a specific margin of error and degree of confidence.

Table 3.2

Sample Size Determination (Krejcie and Morgan, 1970)

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size
"S" is sample size.
Source: Krejcie & Morgan, 1970

This approach improves the generalizability of research results while also making research project planning and execution easier. Krejcie and Morgan (1970), strategy maximizes resource utilization without compromising statistical inference by making sure the sample size is just right. Because it provides a solid foundation for determining sample sizes, which is still applicable in modern research methods, it is considered a cornerstone in survey research technique.

The primary method employed for data collection involves the systematic gathering of firsthand information directly from participants. Primary research is a method that entails gathering authentic and firsthand material straight from original sources. This research is specifically developed to tackle distinct research inquiries or aims and is customized to fulfill the

specific needs of a certain study, unlike secondary research in which the data that has been gathered by individuals or organizations other than the researcher himself (Mneimneh, et al, 2021).

The current study has opted the primary research because the current study had some specific objectives and the use of primary data collecting methods facilitates the acquisition of data that specifically pertains to the specific research objectives, therefore compensating for any gaps in information provided by preexisting secondary sources. Moreover, primary research was chosen as it is considered more appropriate in situations like our study where the acquisition of up-to-date and direct knowledge is vital. Lastly, the primary research offers the customization of instruments and thus the researcher in current study got the chance to develop survey that specifically fitted the study objectives (Mneimneh, et al, 2021).

3.8 Unit Analysis

Unit analysis for this study is individual. The researcher will collect data from the employees in the company. The selected employees are employees who hold middle and lower level positions such as operators, technicians and administration.

3.9 Data Analysis Techniques

The data gathered for this research will be subjected to analysis using the Statistical Package for the Social Sciences (SPSS). The Statistical Package for the Social Sciences (SPSS) version 29 offers a comprehensive and

reliable platform for performing various statistical analyses, making it highly suitable for the quantitative character of the present study.

After entering the data into the SPSS, the data was cleaned by checking for any abnormal response, incomplete response and presence of any outlier. The use of descriptive statistics will be applied to succinctly describe and display the primary aspects of the dataset (Mishra et al, 2019). To get a full understanding of the variables being studied, statistical measures such as the mean, standard deviation, and frequency distributions will be used. A reliability study will be performed in order to evaluate the internal consistency and reliability of the measurement scales used in the survey questionnaire using the Cronbach alpha. This analysis is conducted to guarantee that the survey questions consistently and accurately measure the target constructs. The distribution of essential variables will be assessed by the use of normality tests. There are various tests of normality, while the current study will use skewness and kurtosis as the measure of normality of the data. It is essential to make sure that the data is normally distributed, as the assumption of normality is a fundamental need in most statistical tests (Kaliyadan & Kulkarni, 2019). Consequently, these tests serve the purpose of evaluating the suitability of parametric statistical methods.

3.10 Conclusion

In this section, the research framework is described. Developing hypotheses, hypothesis development and research design, terms have all been outlined for the researcher. Furthermore, the methods for data collection and

analysis, as well as the instruments and variables used to analyze them, have been detailed. In the following chapter, the researcher will discuss about the findings and outcomes of the data analysis.



CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter provides the descriptive analysis from the results and findings of collected questionnaire to measure the relationship between leadership styles (transformational and transactional), job satisfaction and intention to turnover according to the variables listed in the previous chapters. This chapter discusses about gender, religion, monthly salary and the position of the respondents in the organization. The descriptive analysis of variables is used to explain the mean and standard variance of variables. While the hypotheses testing comprises of Pearson's correlation are used to determine the inter-relationship between variables. Cronbach Alpha is used to distinguish the reliability of the data. Lastly, the conclusion of the chapter.

This study was conducted to explore the relationship between leadership styles (transformational and transactional), job satisfaction and intention to turnover in manufacturing industry. The quantitative method was employed, with data collected from 92 respondents. The results of the analysis, including the descriptive and inferential analysis have been presented and interpreted in this chapter.

4.2 DEMOGRAPHIC OF RESPONDENTS

Table 4.1.

Distribution of gender of respondents

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	64	69.6	69.6	69.6
	Female	28	30.4	30.4	100.0
	Total	92	100.0	100.0	

The frequency distribution table and pie chart for the gender showcases a relatively balanced representation between male and female respondents.

Among the participants, males make up the majority, constituting 69.6% of the total sample with a frequency of 64 individuals. Conversely, females comprise 30.4% of the respondents, totaling 28 individuals. This near-equal gender distribution within the study population suggests a diverse and inclusive sample.

Table 4.2.

Distribution of race of respondents

		Race			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	71	77.2	77.2	77.2
	Chinese	7	7.6	7.6	84.8
	Indian	13	14.1	14.1	98.9
	Others	1	1.1	1.1	100.0
	Total	92	100.0	100.0	

The distribution of respondents according to race of respondents had worked in manufacturing industry is shown in Table 4.2. According to the data, 77.2% Malay and 14.1% from Indian employees. While the above chart showed that 7.6% from Chinese employees and only 1% from others race in this study.

Table 4.3.

Distribution of job positions in the company

		Position			Cumulative Percent
		Frequency	Percent	Valid Percent	
Valid	Manager	8	8.7	8.7	8.7
	Executive	19	20.7	20.7	29.3
	Engineer	2	2.2	2.2	31.5
	Clerk	12	13.0	13.0	44.6
	Technician	3	3.3	3.3	47.8
	Operator	8	8.7	8.7	56.5
	Others	40	43.5	43.5	100.0
	Total	92	100.0	100.0	

Table 4.3 and figure 4.3 presents the outline of the distribution of respondents based on their job positions within the manufacturing industry in Malaysia. The data shows that 8.7% of the respondents were at Manager positions, while Executive and Engineer level positions each comprise the 20.7% and 2.2% of the sample respectively. Additionally, Clerk and Technician positions constitute 13% and 3.3% of the sample, with the remaining 8.7% categorized as Operator and 43.5 as Others position in the manufacturing industry. This breakdown emphasizes the varied roles and

responsibilities held by respondents, ranging from lower level to top management positions within the industry.

Table 4.4.

Distribution of religion in the company

		Religion			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Islam	71	77.2	77.2	77.2
	Buddha	2	2.2	2.2	79.3
	Christian	12	13.0	13.0	92.4
	Others	7	7.6	7.6	100.0
	Total	92	100.0	100.0	

The distribution of respondents according to religion of respondents had worked in manufacturing industry is shown in Table 4.4. According to the data, 77.2% Islam and 13% from Christian employees. While the above chart showed that 2.2% from Buddha employees and 7% from others religion.

Table 4.5.

Distribution of monthly salary in the company

		Monthly Salary			Cumulative Percent
		Frequency	Percent	Valid Percent	
Valid	RM1,500 - RM3000	33	35.9	35.9	35.9
	RM3001 - RM5000	28	30.4	30.4	66.3
	RM5001 - RM8000	25	27.2	27.2	93.5
	RM8001 - RM10000	4	4.3	4.3	97.8
	RM10001 and above	2	2.2	2.2	100.0
	Total	92	100.0	100.0	

Table 4.5 and figure 4.5 present the outline of the distribution of respondents based on their monthly within the manufacturing industry. The data shows that 35.9% of the respondents received RM1500 to RM3000 range of monthly salary, while range of salary RM3001 to RM5000 and RM5001 to RM8000 each comprise the 30.4% and 27.2% of the sample respectively. Additionally, RM8001 to RM10,000 monthly salary is 4.3% of the sample and only 2% as Others received monthly salary range in the manufacturing industry.

4.3. Descriptive Analysis

Table 4.6.

Descriptive statistics for all items of intention to turnover

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
ITT1_ often think about quitting my present job	92	1.00	5.00	2.2174	1.13705
ITT2_ I will probably look for a new job in the next year	92	1.00	5.00	2.2174	1.03591
ITT3_ As soon as possible, I will leave the organization	92	1.00	5.00	2.1630	1.03007
Valid N (listwise)	92				

Table 4.6 provides descriptive statistics for all items measuring intention to turnover within the context of the study. The maximum (Max) and minimum (Min) scores, as well as the mean (M) and standard deviation (SD) were calculated for all items. The data indicates that respondents generally report moderate to high levels of satisfaction across the various aspects of their jobs. On average, respondents express an often think about quitting my present job ($M = 2.22$; $SD = 1.14$), I will probably look for a new job in the next year ($M = 2.22$; $SD = 1.04$), and as soon as possible, I will leave the organization ($M = 2.16$; $SD = 1.03$). This suggests a consensus among respondents regarding their overall intention to turnover with their jobs.

Table 4.7.

Descriptive statistics for all items of Transformational Leadership

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
SL1_Instils pride in me.	92	1.00	5.00	3.8152	.91302
SL2_Spend time teaching and coaching	92	2.00	5.00	4.1196	.69286
SL3_Consider moral and ethical consequences	92	2.00	5.00	4.1630	.63380
SL4_Views me as having different needs, abilities, and aspirations	92	1.00	5.00	3.9674	.81808
SL5_Listens to my concerns	92	1.00	5.00	3.8261	.72033
SL6_Encourages me to perform the tasks	92	2.00	5.00	4.0000	.62897
SL7_Increases my motivation	92	3.00	5.00	4.1087	.61940
SL8_Encourages me to think more creatively	92	2.00	5.00	4.1522	.67831
SL9_Sets challenging standards	92	2.00	5.00	3.9674	.73307
SL10_Gets me to rethink never-questioned ideas	92	2.00	5.00	3.8478	.70997
Valid N (listwise)	92				

Table 4.7 presents descriptive statistics including the maximum (Max) and minimum (Min) scores, mean (M) and standard deviation (SD) for all items measuring transformational leadership. The highest value for mean is “consider moral and ethical consequences” (M = 4.16) and lowest values are “Instils pride in me” (M = 3.82). Overall, mean score reveals moderate levels of perceived transformational leadership across various dimensions. The values of standard deviation were small, and thus there was little variance in the data.

Table 4.8.

Descriptive statistics for all items of transactional leadership

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
SL11_Makes clear expectation.	92	2.00	5.00	4.0761	.66686
SL12_Will take action before problems are chronic	92	2.00	5.00	4.2065	.65529
SL13_Tells us standards to carry out work.	92	2.00	5.00	4.0870	.52732
SL14_Works out agreements with me	92	1.00	5.00	3.6196	.83656
SL15_Monitors my performance and keeps track of mistake	92	2.00	5.00	3.8913	.70253
Valid N (listwise)	92				

Table 4.8 displays the results of the descriptive statistics such as mean and standard deviation for all five items of transactional leadership within the workplace context. The highest value for mean is “Tells us standards to carry out work” (M= 4.21), and the lowest mean is “Works out agreements with me” (M = 3.62). The standard deviation for all items showed that the highest value is “Works out agreements with me” (SD = 0.837), and the lowest value for standard deviations are “Tells us standards to carry out work” (SD = 0.527).

Table 4.9.*Descriptive statistics for all items of job satisfaction*

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
JS1_ I am satisfied with the task given to me	92	2.00	5.00	4.0000	.62897
JS2_ All jobs done by me are appreciated by the upper-level management	92	2.00	5.00	3.6522	.77651
JS3_ I feel motivated working in this organization	92	2.00	5.00	3.8804	.75363
JS4_ I would recommend my company as a place to work	92	1.00	5.00	3.7935	.76371
JS5_ Co-workers always support me in doing my job	92	2.00	5.00	4.0652	.72331
JS6_ The work I do is meaningful to me	92	3.00	5.00	4.3152	.51204
JS7_ In general, I am satisfied with my job	92	2.00	5.00	4.2935	.63830
Valid N (listwise)	92				

Table 4.9 provides descriptive statistics for all items measuring job satisfaction within the context of the study. The maximum (Max) and minimum (Min) scores, as well as the mean (M) and standard deviation (SD) were calculated for all items. The data indicates that respondents generally report moderate to high levels of satisfaction across the various aspects of their jobs. On average, respondents express a high level of satisfaction with the tasks assigned to them ($M = 4.00$), the appreciation received from upper-level management for their work ($M = 3.65$), and the meaningfulness of the work they perform ($M = 3.88$). Additionally, respondents report moderate levels of motivation ($M = 3.79$) and co-worker support ($M = 4.07$). Furthermore, the majority of respondents express high levels of overall job satisfaction ($M = 4.32$), with a relatively low standard deviation ($SD = 0.777$), indicating that responses are clustered closely around the mean. This

suggests a consensus among respondents regarding their overall satisfaction with their jobs. The general trends from descriptive statistics suggest that respondents perceive their job tasks as meaningful, feel appreciated by management, and generally enjoy their work environment.

4.4 Data Screening

4.4.1 Normality Test

Table 4.10.

Normality testing

Variables	N	Skewness	Kurtosis
Intention to Turnover	92	0.546	-0.430
Transformational Leadership	92	-0.272	0.761
Transactional Leadership	92	-0.155	0.544
Job Satisfaction	92	0.051	-0.113

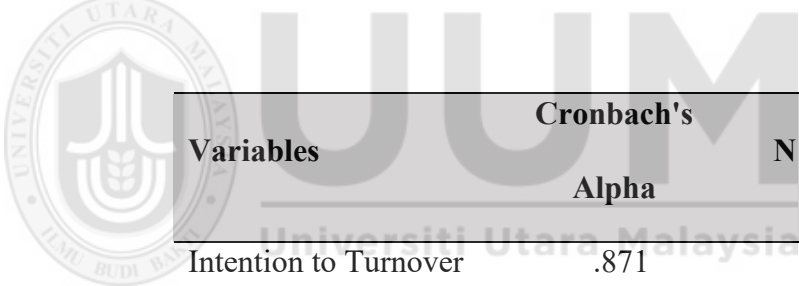
The normality testing was conducted to see whether the data follows a normal distribution, which is characterized by a symmetrical bell-shaped curve. Table 4.10. shows the results of Skewness and kurtosis which were used to evaluate how the normal curve look like for the distribution. Skewness quantifies how asymmetrical the distribution is. A distribution that is entirely symmetrical has a skewness value of 0. A distribution that is skewed to the left is said to be negative skewness, and one that is slanted to the right is said to be positive skewness. The skewness results for the

variables in Table 4.10 indicate a consistent pattern of negative skewness for two variables and positive skewness for two of variables: Transformational Leadership (-0.272), Transactional Leadership (-0.155), Intention to Turnover (0.546), and Job Satisfaction (0.051). This negative skewness suggests that the distributions are all skewed to the left, while the values still fall within the given range of acceptable values and thus data can be said to have normal distribution.

4.4.2 Reliability Test

Table 4.11

Reliability testing for the variables



Variables	Cronbach's Alpha	N of Items
Intention to Turnover	.871	3
Transformational Leadership	.847	10
Transactional Leadership	.700	5
Job Satisfaction	.846	7

Table 4.11 above presents the results of reliability of the instrument used to test the four variables of the study. The reliability of each variable is assessed using Cronbach's alpha coefficient, which is measures use to assess the internal consistency or reliability of a set of items within a scale. In most

social science study scenarios, a reliability coefficient of .70 or better is deemed "acceptable" for each measure. The intention to turnover demonstrates a Cronbach's alpha of 0.871, transformational leadership 0.847, transactional leadership 0.700, and job satisfaction 0.846. These coefficients suggest that the items within each variable measure a coherent and consistent construct, indicating that they reliably capture the underlying concepts being assessed. The results indicate acceptable levels of reliability for all variables, and thus the internal consistency and reliability of the measurement instruments was.

4.5. Correlational analysis

Table 4.12

Correlational analysis for the variables

		ITT_compute	Transformational_compute	Transactional_compute	JS_compute
ITT_compute	Pearson Correlation	1	-.266*	-.265*	-.449**
	Sig. (2-tailed)		.010	.011	<.001
	N	92	92	92	92
Transformational_compute	Pearson Correlation	-.266*	1	.685**	.473**
	Sig. (2-tailed)	.010		<.001	<.001
	N	92	92	92	92
Transactional_compute	Pearson Correlation	-.265*	.685**	1	.514**
	Sig. (2-tailed)	.011	<.001		<.001
	N	92	92	92	92
JS_compute	Pearson Correlation	-.449**	.473**	.514**	1
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	92	92	92	92

*. Correlation is significant at the 0.05 level (2-tailed).

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

Table 4.12 presents the results of correlational analysis among four key variables, intention to turnover, transformational leadership, transactional leadership, and job satisfaction. The Pearson correlation shows the strength of relationship with the coefficient's values, direction of relationship with the sign, and lastly the significance of relationship with the p-values. The correlational analysis reveals significant negative relationships between intention to turnover and each of the other three variables: transformational leadership, transactional leadership, and job satisfaction. Specifically, intention to turnover demonstrates a lower negative correlation with transformational ($r = -0.266^*$, $p < .05$). The relationship between intention to leave and transactional leadership was weak and negative with $r = -0.265^*$, $p < .05$. Finally, the intention to leave showed negative and moderate relationship with the job satisfaction having $r = .449^{**}$, $p < .01$. The p values were below 0.05, and thus the relationship for all variables was significant. These findings suggest that employees who report higher levels of transformational leadership, transactional leadership and job satisfaction within their workplace are more likely to engage in the intention to leave.

4.6 Results of hypothesis testing

Table 4.13.

Result of hypothesis testing

Hypotheses	Status
H1: There is a significant relationship between transformational and intention to leave.	Accepted
H2: There is a significant relationship between transactional leadership and intention to leave.	Accepted
H3: There is a significant relationship between transactional leadership and intention to leave.	Accepted

4.7 Conclusion

In order to assess the relationship between transformational leadership, transactional leadership, job satisfaction, and intention to leave within the manufacturing industry in Malaysia, a comprehensive data analysis, including descriptive statistics, reliability testing, and correlational analysis was conducted, and key insights have been mentioned in the current chapter. The descriptive statistics revealed moderate to high levels of transformational leadership, transactional leadership, job satisfaction, and intention to leave among respondents.

Reliability testing confirmed the internal consistency of measurement instruments used for all four variables, and normality testing confirmed the

normality of the data. For testing the relationship, the correlational analysis was employed which demonstrated significant negative relationships between intention to leave, transformational leadership, transactional leadership and job satisfaction. The results of hypothesis testing, as summarized in Table 4.13, further support these findings. Hypotheses H1, H2, and H3, was accepted.



CHAPTER FIVE

DISCUSSION AND RECOMMENDATION

5.1 Introduction

The findings from this study have shown that the transformation leadership, transactional leadership, and job satisfaction significantly relationship intention to leave within the industry. Chapter five includes the thorough analysis of the result, in which conclusion is made and practical suggestions are offered to the stakeholders who play role in the manufacturing industry in Malaysia. The goal of this chapter is to help summarize the key lessons learned from the empirical analysis presented in the previous chapters. The lessons here could be helpful when it comes to general organizational practices and policies. Including core variables and their association with such a type of behaviour, this work highlights the overall ethical discussion about organizations and accountability.

5.2 The relationship between transformational leadership and intention to turnover

Research has demonstrated a significant negative relationship between transformational leadership and employees' intention to leave. This indicates that leaders in the manufacturing industry play a crucial role in ensuring the well-being and job satisfaction of the workers they supervise. Typically, the responsibility for workers' welfare and loyalty is placed on workplace supervisors. The findings also suggest that employees are more

likely to leave their jobs if they perceive that their leaders do not care about them or their work. This aligns with earlier research by Gyensare, et al. (2016), which emphasizes the importance of leadership in retaining employees and enhancing their commitment to their roles.

Overall, the acceptance of hypothesis one underscores the importance of transformational as a significant relationship of intention to turnover within the manufacturing industry in Malaysia.

5.3 The relationship between transactional leadership and intention to turnover

Hypothesis two asserts that there is a significant relationship between transactional and intention to turnover, and to test the hypothesis, the correlation was conducted. The results showed that the transactional leadership is significant negative to intention to turnover.

According to Persia and Dwianto (2024), transactional leadership, often referred to as managerial leadership, is a style in which leaders use rewards and penalties to motivate their subordinates and ensure high levels of job performance. This approach is grounded in the concept of an exchange or transaction between the leader and their team members. This approach aligns with trends in the manufacturing industry, where employers often adopt a transactional leadership style to motivate and retain employees. Employers typically offer various incentives, such as salary increases, promotions, bonuses, and non-monetary rewards, to foster loyalty and

encourage employees to remain with the organization. Additionally, transactional leadership is implemented through penalties to discourage mistakes and reduce employee turnover. This is evidenced by Pattali, et al. (2024), demonstrating that transactional leadership can effectively manage and retain employees within the organization.

Therefore, the adoption of this Hypothesis not only accentuates the important role of management in the process of protecting intention to turnover in the manufacturing industry of Malaysia, but also shows the impact of controlling authorities and standards in the industry on its workers. The results suggest that creating a supportive transactional leadership, covering a reporting mechanism, and protecting intention to turnover from the negative consequences of disclosure are the key that an individual must consider to have the intention to turnover efforts and ensure organizational accountability and fairness.

5.4 The relationship between job satisfaction and intention to turnover

Job satisfaction is the level of contentment or happiness a person experiences in their job. It can be shaped by various elements, including the nature of the work, the workplace environment, the company's culture, and the relationships the employee has with their colleagues (Febriani, Nurhasanah, & Hakim, 2024). This is particularly evident in the manufacturing industry, where employees who remain with their organization are those who derive satisfaction from their work. In this sector, work culture and environment play crucial roles in reducing

employee turnover. The findings from this study also demonstrate that job satisfaction is significantly linked to lower turnover rates, as employees who are content with their jobs are more likely to stay with their employer until retirement. This is further supported by Ariawan (2023), who suggests that a consistently satisfied employee is less likely to consider leaving the organization and tends to exhibit greater loyalty and commitment to their responsibilities.

In conclusion, hypothesis three was accepted and it underscores the critical role of job satisfaction in influencing intention to turnover within the manufacturing industry in Malaysia. The findings suggest that fostering a culture of fairness and justice within the organization not only enhances employee motivation and involvement but also promotes ethical conduct and accountability, ultimately contributing to a more transparent and ethical organizational environment.

5.5 Implication of study

5.5.1 Practical Implications

The practical implications drawn from the findings of this study provide actionable insights for organizational leaders, policymakers, and practitioners within the manufacturing industry in Malaysia.

Leadership style is a critical factor in shaping job satisfaction and influencing turnover intentions within organizations. For policymakers, understanding this relationship is essential in developing regulations and

guidelines that promote healthy workplace environments. Encouraging leaders to adopt transformational leadership practices such as inspiring employees, fostering a shared vision, and supporting personal development can lead to higher job satisfaction, which in turn reduces employee turnover. Policymakers can play a role by incentivizing organizations to implement leadership development programs that focus on these transformational practices.

Creating a positive work environment is another area where policymakers can make a significant impact. By establishing standards that promote supportive and participative leadership styles, policymakers can help ensure that employees feel valued and supported. These standards might include regulations that encourage employee involvement in decision-making processes, promote diversity and inclusion, and require organizations to offer wellness programs that address both physical and mental health. When employees are supported and engaged, their job satisfaction increases, which naturally leads to lower turnover rates.

Professional growth opportunities are also crucial for retaining talent. Policymakers can influence this by advocating for policies that require organizations to provide continuous learning and development programs. By mandating or incentivizing training and career development initiatives, policymakers can help ensure that employees have clear pathways for advancement. This not only improves their skills but also enhances their commitment to the organization, reducing the likelihood of turnover.

Moreover, policies that promote work-life balance, such as flexible working arrangements and family-friendly workplace regulations, can further boost job satisfaction and decrease turnover intentions.

Effective communication between leaders and employees is key to fostering a positive work environment, and policymakers can support this by promoting transparency and accountability in leadership practices. Regulations that require regular performance reviews, constructive feedback mechanisms, and employee involvement in organizational decisions can enhance trust and loyalty within teams. Policymakers can also encourage organizations to adopt recognition and reward systems, which are proven to increase employee satisfaction and retention. By supporting policies that emphasize employee recognition, policymakers can help create workplaces where employees feel valued and are less likely to leave.

Addressing workplace stress is another critical area where policymakers can make a difference. By setting standards for workplace health and safety that include mental health provisions, policymakers can help reduce stress-related turnover. This might involve requiring organizations to provide access to employee assistance programs, enforce reasonable working hours, and create healthy work environments. Additionally, policymakers can encourage organizations to adopt flexible leadership approaches that cater to individual employee needs. By promoting policies that allow for personalized leadership strategies, policymakers can help reduce turnover

intentions and ensure that more employees find satisfaction and fulfillment in their work.

In conclusion, policymakers have a significant role to play in shaping the workplace environment by influencing leadership practices, job satisfaction, and turnover intentions. By creating and enforcing regulations that promote effective leadership, professional growth, work-life balance, and employee well-being, policymakers can help organizations build more committed and satisfied workforces. This, in turn, will lead to lower turnover rates, benefiting both employees and organizations alike.

5.5.2 Theoretical Implications

The relationship between leadership style, job satisfaction, and turnover intention provides important insights into organizational behavior and human resource management theories. One of the key theoretical implications is the reinforcement of transformational leadership theory as a significant predictor of job satisfaction and employee retention. Transformational leadership, characterized by the ability to inspire and motivate employees, fosters a positive work environment that leads to higher job satisfaction and lower turnover intentions. This finding supports and extends existing leadership theories by highlighting the critical role of leadership style in not only influencing employee attitudes but also in shaping overall organizational outcomes.

Furthermore, these insights contribute to job satisfaction theories by emphasizing the mediating role of leadership style in the relationship between work environment and employee satisfaction. Traditional job satisfaction models often focus on factors such as job characteristics, rewards, and work-life balance. However, this research underscores that leadership style is equally crucial in determining job satisfaction. Leaders who adopt supportive, participative, and transformational approaches can significantly enhance employee satisfaction, which in turn reduces turnover intentions. This suggests that job satisfaction models need to integrate leadership style as a core component, expanding the understanding of how satisfaction is achieved within different organizational contexts.

Additionally, the research contributes to the development of a more comprehensive framework that links leadership style, job satisfaction, and turnover intention. By integrating these concepts, the findings suggest a dynamic interplay where leadership style acts as both a direct and indirect influencer of turnover intention through its impact on job satisfaction. This complex relationship indicates that future theoretical models should consider the multifaceted role of leadership in shaping employee outcomes. Moreover, this highlights the need for further research to explore the nuances of different leadership styles and their specific effects on various aspects of job satisfaction and turnover intention.

Lastly, the implications for organizational culture theories are significant. The findings suggest that leadership style is not just a managerial function

but also a cultural force within the organization. Leaders who create a culture of support, recognition, and development can drive higher levels of job satisfaction and reduce turnover intention, thereby influencing the overall organizational culture. This reinforces the idea that leadership style is a critical component of organizational culture theories, as it shapes the values, norms, and behaviors that define the work environment and, ultimately, employee outcomes.

In summary, the theoretical implications of the relationship between leadership style, job satisfaction, and turnover intention underscore the importance of integrating leadership into organizational behavior and human resource management theories. By acknowledging the significant impact of leadership style on job satisfaction and employee retention, these findings contribute to a deeper understanding of how to foster positive employee outcomes and build more resilient organizations.

5.6 Limitation of Study

Although this study provides very important information regarding the connection between transformational leadership, transactional leadership and turnover intention in the manufacturing industry in Malaysia, it is critical to recognize some limitations that may affect the interpretation and generalization of the results.

The first methodological limitation is that the current study has selected the cross-sectional design, and it does not allow to establish the causality

between variables. Longitudinal or experimental designs would offer stronger evidence on causal links between transformational leadership, transactional leadership and turnover intention over time. Secondly, the methods used in the current study to rely on self-report measures at the data collection stage open the possibility of response bias and social desirability bias in the data. Respondents may give socially acceptable answers or distort their perceptions of job satisfaction, organizational support, and justice, causing the data to be invalid.

The sampling is somewhat limited. The study sample may be non-representational in terms of demographic features, job roles, and organizational environments first. This uniformity would limit the repeatability of findings to other demographic sections or industries within Malaysia as well as outside of Malaysia. The sampling bias is one more limitation in the sampling of the present study. The study used convenience sampling, which could get sampling bias, because it uses convenience sampling techniques. The sample may not be reflective of the whole employee population in the manufacturing industry in Malaysia, making the findings not generalizable. Finally, the study sample size was somewhat low, which might reduce the statistical power in finding relationships among variables. Larger sample size would increase the study's dependability, therefore, allowing for more advanced statistical analyses.

The current study has some theoretical limitations. The study is mainly devoted to direct relationship of transformational leadership, transactional

leadership and turnover intentions and thus has singular focus. It may fail to consider other possible mediating or moderating variables that may impact turnover intention, including individual moral values, organizational culture, or external regulatory factors. Though the research relies on the well-founded theoretical constructs, such as organizational justice theory and social exchange theory, it might not fully depict the complexity of turnover intention in the environment of manufacturing industry in Malaysia. Other theoretical perspectives or interdisciplinary methods might offer a more comprehensive view of the phenomenon.

5.7 Future Recommendations

Future research should investigate the impact of various leadership styles beyond the traditional transformational and transactional models. While these styles have been extensively studied, there is value in exploring less well-researched styles such as servant leadership, ethical leadership, and authentic leadership. Understanding how these alternative approaches influence job satisfaction and turnover intention can provide deeper insights into effective leadership practices. This exploration will help organizations develop more nuanced leadership development programs tailored to diverse workforce needs.

Additionally, it is important to examine how the relationship between leadership style, job satisfaction, and turnover intention varies across different industries and organizational contexts. For instance, the dynamics in sectors like healthcare, technology, and education might differ

significantly. Research could also focus on how organizational size, culture, and geographic location affect these relationships. This contextual understanding would allow for the identification of industry-specific or context-specific leadership strategies that are most effective in improving job satisfaction and reducing turnover.

Another promising area for future research involves investigating the mediating and moderating variables that influence the connection between leadership style and employee outcomes. For example, exploring how factors such as organizational commitment, employee engagement, and psychological empowerment mediate the impact of leadership style on turnover intention could provide valuable insights. Additionally, examining moderating variables such as employee personality traits and job role complexity could help determine under what conditions different leadership styles are most effective.

Longitudinal studies offer a valuable approach to understanding the long-term effects of leadership style on job satisfaction and turnover intention. By tracking employees' perceptions of leadership and their job satisfaction over time, researchers can uncover how sustained leadership practices influence retention. This method can also reveal the impact of leadership transitions or changes in style, providing insights into how long-term leadership strategies affect employee outcomes.

Given the increasing prevalence of remote and hybrid work environments, future research should also explore how leadership styles adapt to these new working conditions. It would be beneficial to examine how remote leadership practices compare to in-person leadership in terms of their impact on job satisfaction and turnover intention. Additionally, understanding how leadership styles influence employee outcomes in hybrid teams, where employees work both remotely and on-site, can guide organizations in managing these new work arrangements effectively.

Cross-cultural studies are also essential for gaining a global perspective on leadership effectiveness. Investigating how cultural differences—such as national culture, organizational culture, and team culture—affect the impact of various leadership styles can provide valuable insights for multinational organizations. These studies will help identify leadership practices that are culturally sensitive and effective across diverse settings.

Lastly, intervention studies focusing on leadership development programs can bridge the gap between theory and practice. By implementing specific leadership training initiatives and measuring their impact on job satisfaction and turnover intention, researchers can offer actionable insights for organizations seeking to enhance their leadership practices. These studies will provide evidence-based recommendations for designing effective leadership development strategies.

5.7 Conclusion

In conclusion, this study has explored the relationship of transformational leadership, transactional leadership, job satisfaction and turnover intention within the manufacturing industry in Malaysia. Through empirical investigation and theoretical analysis, it has been revealed that these factors significantly influence turnover intention among employees in the manufacturing industry. All three hypotheses of the study were accepted, and the findings emphasize the creation of the significant negative leadership styles for intention to turnover. Going forward, it becomes critical for both researchers and industry practitioners to keep investigating these dynamics in order to foster the ethical behaviour and integrity within organizations.



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APPENDIX

Questionnaire

THESIS QUESTIONNAIRE

Greetings,

I would like to request your time to answer the attached questionnaire, which will be used for thesis entitled:

“A STUDY OF THE RELATIONSHIP BETWEEN LEADERSHIP STYLES, JOB SATISFACTION AND INTENTION TO TURNOVER IN MANUFACTURING INDUSTRY”

The study aims to investigate the relationship between leadership styles, job satisfaction, and intention to turnover in manufacturing industry.

This questionnaire is divided into 2 sections, A (Demographic) and B (4 parts; Independent and Dependent Variables), and may take only 15 minutes from you to answer. The questionnaire is completely anonymous, and your response will only be used for the academic research purposes only. If you have any enquiries or concerns about the questionnaire or about participating in this study. If you wish to request for the research findings, you can contact the me through same email number.

Thank you for your attention and cooperation.

Sincerely

SECTION A: DEMOGRAPHIC

The following information is strictly confidential and will only be used for research purpose. I will be grateful if you could kindly fill the required information.

Please read the following statements and **TICK (/)** in the appropriate box.

1. Gender

Male		Female	
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2. Race

Malay		Indian	
Chinese		Others	

3. Religion

Islam		Others	
Buddha			
Christian			

4. Position

Manager		Kerani	
Executive		Technician	
Engineer		Operator	
Others			

5. Monthly Salary

RM1500 – RM3000		RM5001 – RM8000	
RM3001 – RM5000		RM8001 – RM10000	
RM10000 and above			

SECTION B (1): INTENTION TO TURNOVER

Please answer each question by inserting **TICK (/)** based on your perception about the implementation of each on at your company, where 1 indicates strongly disagree and 5 strongly agree.

No.	Item	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1.	I often think about quitting my present job	1	2	3	4	5
2.	I will probably look for a new job in the next year	1	2	3	4	5
3.	As soon as possible, I will leave the organization	1	2	3	4	5

SECTION B (2): LEADERSHIP STYLES

Please answer each question by inserting **TICK (/)** based on your perception about the implementation of each on at your company, where 1 indicates strongly disagree and 5 strongly agree.

No.	Item	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1.	Instils pride in me.	1	2	3	4	5
2.	Spend time teaching and coaching	1	2	3	4	5
3.	Consider moral and ethical consequences	1	2	3	4	5

4.	Views me as having different needs, abilities, and aspirations.	1	2	3	4	5
5.	Listens to my concerns	1	2	3	4	5
6.	Encourages me to perform the tasks.	1	2	3	4	5
7.	Increases my motivation	1	2	3	4	5
8.	Encourages me to think more creatively	1	2	3	4	5
9	Sets challenging standards	1	2	3	4	5
10	Gets me to rethink never-questioned ideas	1	2	3	4	5
11	Makes clear expectation	1	2	3	4	5
12	Will take action before problems are chronic	1	2	3	4	5
13	Tells us standards to carry out work	1	2	3	4	5
14	Works out agreements with me	1	2	3	4	5
15	Monitors my performance and keeps track of mistake.	1	2	3	4	5

SECTION B (3): JOB SATISFACTION



Please answer each question by inserting **TICK (/)** based on your perception about the implementation of each on at your company, where 1 indicates strongly disagree and 5 strongly agree.

N o.	Item	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1.	I am satisfied with the task given to me	1	2	3	4	5
2.	All jobs done by me are appreciated by the upper-level management.	1	2	3	4	5
3.	I feel motivated working in this organization	1	2	3	4	5
4.	I would recommend my company as a place to work	1	2	3	4	5

5.	Co-workers always support me in doing my job	1	2	3	4	5
6.	The work I do is meaningful to me	1	2	3	4	5
7.	In general, I am satisfied with my job	1	2	3	4	5

THANK YOU

