

QATAR UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

GENDER, LEADERSHIP STYLES, AND EMPLOYEE TURNOVER INTENTION:

A CASE OF HIGHER EDUCATION

BY

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## ABSTRACT

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Title: Gender, Leadership Styles, and Employee Turnover Intention: A Case of Higher Education

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As Qatar University is moving towards a transformational strategy, it is critical to understand that bringing about effective change within the institution is in the hands of both leaders and followers. Therefore, it is necessary to retain as much talent as possible. The aim of this research is to examine the relationship between two polar opposite leadership styles (transformational and transactional), and voluntary employee turnover intention, while taking into account the composition of leader and follower gender.

A quantitative research approach was utilized in which a sample of 200 administrative employees participated. Participants evaluated their direct supervisors using a multifactor leadership questionnaire (MLQ) and indicated their turnover intentions using the turnover intention scale (TIS-15). The analysis of the collected data was initially conducted on an aggregate level, where transformational and transactional leadership styles were used. Followed by a further analysis on the dimensions making up transformational and transactional leadership styles.

The results revealed a negative relationship between both leadership styles and employee turnover intention. While, multi-grouping stepwise regression indicated a noteworthy difference in gender compositions. Despite the insights gained from the research, the study was limited as findings are not generalizable due to the nature of the study as its sole focus was on administrative employees within a single higher education institute. The results shed light on the relationship between leaders and followers,

whereby leaders should be able to adjust between the dimensions of both leadership styles as to cater to gender compositions.

Keywords: Gender, Transformational Leadership, Transactional Leadership, Employee Turnover, Qatar University.

## DEDICATION

*I dedicate this research to my dad, mum, and brother for their continuous support and encouragement throughout my life.*

***THANK YOU!***

## ACKNOWLEDGMENTS

The path to success is paved by sweat and tears; yet, achieving it is not a one-man job. I would like to take this opportunity to extend my sincere gratitude to all individuals whom made this graduation project become a reality. First and foremost, I would like to thank my advisor Dr. Marios I. Katsiolouides for encouraging, supporting and guiding me throughout the process of writing this graduation project. Secondly, my sincere thanks goes to a group of lovely ladies that I met during my Masters of Business Administration program, they have been with me through thick and thin; whom I am honored to call my friends. Last but not least, I would like to thank my parents and my brother for giving me the greatest gift of all, their unconditional love and support.

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## CHAPTER ONE: INTRODUCTION

### Overview

Organizations are increasingly aware of the uncertainty attached to the rapid and complex changes in the market. As a result, countless challenges on many forefronts have emerged, placing increased demand on the participation of individuals at different levels of the organization (Mester, Visser, & Roodt, 2003). Previously, organizations were male-dominated, however, a recent phenomenon effecting the work place is the increased rate of women participating and competing to enter what was perceived as a male-dominated market (Light & Ureta, 1990). Thus, organizations are reconsidering their perception of managers (leaders) and their effects on employees (followers) intention to stay or leave an organization with emphasis on gender differences. The construct in which an employee's decision to stay or leave an organization is identified as employee turnover intention (Price, 1977).

To allow for a deeper level of understanding on how managers lead, and the behavioral aspects affecting employee turnover intention, it is critical to explore specific leadership styles, gender roles of both leaders and followers, as well as the level of employee turnover intention. In light of the aforementioned, the purpose of the study is to examine the relationship between leadership styles and employee turnover intent, while accounting for the role that gender plays within Qatar University, a higher education institution within the State of Qatar. The study aims to answer the following key questions:-

1. What is the level of employee turnover intention at Qatar University;
2. What is the impact of perceived leadership styles on employee turnover intent;

and

3. What is the role of gender on employee turnover intent?

By addressing the above questions, administrative employees within Qatar University are encouraged to draw upon the findings and to build on valuable insights that could assist in the development and placement of effective measures and policies that could minimize employee turnover, and in turn improve the overall performance of the institution. Moreover, the significance of this study is not limited to Qatar University, but spreads across a broad spectrum of higher educational institutions located regionally and globally; while adding to the body of research in both the fields of leadership and employee turnover.

#### Background and Significance of the Study

The 21<sup>st</sup> century is full of uncertainties and challenges; organizations worldwide are striving for competitiveness in the pursuit of accomplishing strategic goals as to improve organizational performance (Amankwaa & Anku-Tsede, 2015). The risks associated with uncertainties threaten all types of organizations regardless of size, location, and nature. To be able to respond to and withstand these uncertainties and challenges, organizations rely on the development and implementation of strategies, policies, procedures, and processes in a manner that best suits the needs of the organization and that of its employees. Hence, employees are considered as a valuable asset that is crucial in building a competitive edge for the organization (Ongori, 2007).

As employees are major contributors to the success of an organization, their decision to leave the organization whether voluntarily or involuntarily significantly affects the organization. This movement of employees out of the organization is

inevitable and costly; organizations face employee turnover at different rates, however, enormous costs are associated with each employee turnover, which are in the form of both visible and hidden cost (Abbasi & Hollman, 2000; Long, Thean, Ismail, & Jusoh, 2012). Based on a Louis Harris and Associates survey peg, the cost of losing a typical worker within the U.S. is at \$50,000/-, and a further exploration reveals that employee turnover in the American industry costs about \$11 billion annually (Abbasi & Hollman, 2000). In addition to the monetary costs, high levels of employee turnover are believed to deteriorate the organizations reputation, goodwill, employee motivation, customer loyalty, etc. (Long, Thean, Ismail, & Jusoh, 2012).

According to a Gallup research the top five predictors of employee turnover are the immediate manager, poor fit to the job, coworkers not committed to quality, pay and benefits, and connection to the organization or to senior management, respectively (Robison, 2008). Based on this example of the U.S. the main avenue that could mitigate as well as increase employee turnover is leadership. Therefore, given the impact of employee turnover on organizational performance, it is crucial to discourage unwanted employee turnover, in order to retain talent.

This study is significant for many reasons, as it explores the relationship between perceived leadership styles and employee turnover, and whether there is a gender difference among subordinates and perceived leadership. This will provide a better understanding as to formulate strategies that are positioned to drive organizational success. Moreover, this research will contribute to the body of knowledge in the areas of leadership and employee turnover within the State of Qatar, as it is highly under researched.

## Context of the Research

The study is carried out at the higher educational institute, Qatar University, which is located in the State of Qatar. Qatar is a peninsula Arab country located in the Arabian Gulf, previously referred to as the Persian Gulf. Recently, Qatar has exhibited increasing focus on the development of human capital as part of its 2030 Qatar National Vision (QNV), a developmental plan, which builds towards transformation and growth aligned with their goal to become a knowledge-driven economy. Qatar recognizes that its progress heavily depends on the improvement of the education sector, as promoting an active educational environment can positively contribute to the labor market.

Hence, for a tertiary education, Qatar University plays a crucial role in shaping the future workforce. Established in 1973, the university hosts ten colleges namely: arts and science, business and economics, education, engineering, health sciences, law, medicine, pharmacy, sharia and Islamic studies, and dental medicine. Thus, in order to run the colleges (core business) the administrative employees within the university's supporting functions are key enablers to the institutions success. As a result, the context of the research will revolve around different levels of administrative employees within Qatar University.

## Problem Statement

Qatar University is moving from reform to transformation, their vision 'is to be regionally recognized for distinctive excellence in education and research, an institution of choice for students and scholars and a catalyst for the sustainable socio-economic development of Qatar'. To achieve the vision Qatar University developed a strategy that aims to achieve excellence in the key performance areas of education, research, institution, and engagement (Qatar University, n.d). For the organizational move to become a reality, the execution of the strategic objectives are necessary.

This study examines the impact of leadership styles on employee turnover intention at Qatar University. As the transformation of an institution might be hindered due to inconsistencies in leadership; it is critical to focus on minimizing employee turnover to sustain talent with the aim of leading the institution towards achieving the desired goals and in turn fulfilling both the mission and vision.

### Research Questions

Based on the problem statement above, this study aims to exploring the impact of leadership styles on employee turnover intention, as to minimize employee turnover and to improve the overall institutional performance, specifically, within the context of Qatar University. The study seeks to address the following questions that are deemed critical in influencing turnover intention:-

1. How do administrative employees at Qatar University perceive the leadership style of their direct supervisors?
2. What is the relationship between perceived leadership styles and employee turnover intention at Qatar University?
3. What is the impact of the leader's gender on employee turnover intention?
4. What is the impact of the follower's gender on employee turnover?

### Research Objectives

The research investigate the nature of the relationship between specific leadership styles and their affect on higher education administrative employees' turnover intention. Therefore, to answer the research questions identified in the aforementioned section, the following research objectives were formulated: -

1. Explore and distinguish between both transformational, and transactional leadership styles; and



2. Measure turnover intention; and
3. Investigate the relationship between transformational, transactional leadership styles and turnover intention; and
4. Investigate the impact of a leader's gender on employee turnover intention; and
5. Investigate the impact of a follower's gender on employee turnover intention.

### Scope and Limitations

The study primarily focuses on the impact of leadership styles on employee turnover intentions. The scope and limitation include the effect of time, tools, and techniques to fulfill the intention of the study. Participation in the research is limited to Qatar University administrative employees; and no other organization is included. A survey is distributed to the population of administrative employees at Qatar University, and data is collected from the participants. The estimated range of the study is considered to be one year – fiscal 2019. Although the survey used in the study is well established, it may not yield similar results as to other researches presented worldwide due to the impact of cultural dimensions, translation, lack of participation, in addition to unforeseen factors present within the environment.

### Organization of the Research

This graduation project is divided into five chapters. Following this introductory chapter, is chapter two, which provides a literature review that builds on integrative research frameworks and theories on leadership styles, gender and leadership, employee turnover, gender and turnover, and the relationship between leadership and employee turnover intention. As for chapter three, it provides a breakdown of the research methodology used, where it covers the research approach, data collection method, sampling, and data analysis tools and techniques. The fourth chapter presents

a thorough analysis of the data collected, while further discussions are based upon the attained results. Moreover, the final chapter consists of the research conclusion, while simultaneously highlighting recommendations that draw on the findings.

## CHAPTER TWO: LITERATURE REVIEW

### Overview

As the State of Qatar is moving towards a knowledge-based economy, unprecedented focus is placed on the level of performance exhibited in higher educational institutions, since, they play an important role in shaping the future workforce. The purpose of the study is to examine the relationship between leadership styles and employee turnover intention, with emphasis on the role that gender plays within Qatar University. This literature review seeks to highlight the main variables of the study, discussing leadership in the first section of the chapter, while exploring employee turnover in the second section.

### Leadership

Leadership is a universal phenomenon that transcends throughout time; from the periods where hunting and gathering were predominant to the emergence and rise of advanced civilizations, there are no societies known to man that do not exhibit some form of leadership (Bass & Bass, 2008). Leadership is deemed as a universal phenomenon that is susceptible to change due to cultural changes; however, globalization stimulated the spread of systematic approaches to leadership (Bass B. M., 1997), where a total of five regularities or commonalities that transcend boundaries have been identified by both Lonner (1980) and Bass (1997): simple, variform, functional, systematic, and variform functional. A simple universal regularity is an occurrence where a leader emerges when people form a group. Variform universal is the second type discussed, which holds true as a simple universal with subtle modifications that stem from cultural relativism. The third type, a functional universal, is a correlated relationship between variables, such as laissez-faire and perceived ineffectiveness,

which is universal. Fourthly, variform functional universal, is when the relationship between variables is universal, but changes in magnitude and direction are dependent on cultural context. Finally, the systematic behavioral universal explains the outcomes across culture and organizations via applying the “if-then” principle (Bass, 1997; Smith et al., 2008; Mobely et al., 2009).

This framework implies that there are certain regularities that contribute to a leader’s effectiveness across boundaries, making it easier to look at leadership in different cultures as well as organizations as certain generalizations appear acceptable. Albeit its universality, leadership is complex, the many dimensions it has been cast in has caused confusion (Bass & Bass, 2008), therefore, understanding the foundational aspects of leadership is crucial to gain insight into the reasons behind employee turnover in the workplace. This section covers the essential components of leadership, in terms of definitions, theories, and styles.

### Leadership Definition

Leadership is a widely researched concept that is subjectively constructed (Taleb, 2010); different definitions and theories of leadership have been formulated throughout the years (Dansereau et al., 2013; Salehzadeh, 2017). Results from previous researches attributed to the confusion over the definition of leadership, as dimensions overlapped due to researchers’ lack of agreement on the major questions within the field of leadership (Bass et al., 2008; Hughes et al., 2011). Commonly, the definition of leadership focused on the leader as a person, the leader’s behavior, the effects of the leader, and on the interaction between the leader and follower (Bass & Bass, 2008). Likewise, Dansereau (2013) stated that the common theme among definitions of leadership are focused on the leader, the follower, and their relational interaction, and

further added that traditional research focused on why leaders are influential, while recent research concentrate have shifted the focus onto the follower, and placed emphasis on how and why followers are willing to be influenced.

In spite of the huge body of literature related to the field of leadership, there is no single universally accepted definition. Many researchers have attempted to construct an acceptable definition of leadership. As early as 1974, Stogdill claimed that there are numerous definitions that equate to the number of researchers who have attempted to define the concept. Bowden (1926) and Bingham (1927) defined leadership in terms of personality, where the strength of the leader is equated with the number of desirable personality traits that he/she possesses. Schenk (1928) further defines leadership in terms of behavior, and suggests that leadership is a way to manage individuals through the means of persuasion and inspiration rather than coercion.

Nonetheless, leadership can be seen as an action that maximizes organizational efficiency. Thus, leadership can be further defined as an effect, where theorists have incorporated the idea of goal achievement within the definition (Bass & Bass, 2008). According to Cowley (1928) 'a leader is a person who has a program and is moving toward an objective with his group in a definite manner'. Meanwhile, Davis (1942) stated 'the principle dynamic force that motivates and coordinates the organization in the accomplishment of its objectives'. Similarly, Locke (1991) referred to leadership as a process that influences individuals to work towards achieving a common goal. For Burns (1978), Bennis (1983) and Bass (1985a) leadership is a transformational process, which transforms followers and translates ideas and visions into reality. The main ideology in the aforementioned definitions is that leadership is the ability to influence others, and concerns a one-way interaction. Nonetheless, leadership is regarded as two-way interactive process between both the leader and follower (Bass & Bass, 2008).

Yukl (2006) regarded the concept of leadership as a collective effort and a transaction between the leader and the follower.

Despite the decades of research, and the wide-ranging perspectives on the concept of leadership, the choice of an appropriate definition of leadership is dependent on the interest of the study the researcher is conducting. Therefore, before considering the definition used in this study, it is important to distinguish between leadership and management, as the term management is synonymously and loosely used with the term leadership. Bennis (1989) and Kotter (2001) highlight the differences between leaders and managers by noting that managers are individuals that are appointed and that achieve the desired goal by controlling and utilizing key functions, while leaders empower and motivate individuals. For the purpose of this study, individuals holding supervisory positions are considered leaders. Whereas, a universal working definition of organizational leadership agreed upon during the first GLOBE (Global Research on Business and Economics) research conference in 1994 will be used, which constituted that ‘leadership was the ability to influence, motivate, and enable others to contribute to the effectiveness and success of the organizations of which they are members’ (House et al., 2004).

### Leadership Theories

Just as there are myriad attempts to define the concept of leadership, researchers are continuously daunted by “what makes an effective leader?” (King, 1990). In the book entitled ‘The Bass Handbook of Leadership’, Bernard Bass (2008) mentioned that theorizing and modeling have become a useful way to define and rationally justify research problems. Thus, the intent of this section is to illustrate the evolutionary development of leadership theory and thought.

The nineteenth century was dominated by the notion of the **Great-Man theory**, several theorists, especially Thomas Carlyle, asserted that certain people, particularly men, had inherent leadership characteristics that enabled them to be exceptional leaders (King, 1990; Wart, 2003; Spector, 2016). The problem with the Great-Man theory is that its core ideology relies on it being an inherent trait that is exclusive in nature, thereby, making it unique to a few people (Wart, 2003). The formulation of the theory primarily revolves around viewing leadership as a masculine quality, which cannot be taught; you are either born to lead or not. However, this line of Victorian thinking is simply ignored as it is less of a theory and more of a statement of faith (Spector, 2016).

A successor to the Great-Man theory is the **trait theory**, this theory draws attention to qualities that distinguish and identify a leader from a non-leader. Researchers carried out studies to explain leadership in terms of traits, despite it being among the first theories to be addressed in an empirical manner, results from these studies showed inconsistency due to the numerous traits being considered and compiled (Colbert, Judge, Choi, & Wang, 2012). Moreover, empirical studies began to challenge the trait theory, as leadership varies from situation to situation and from person to person (Bass, 2008; Johns & Moser, 2001).

Rather than focusing on inherent traits that could not be learnt, a new direction placed emphasis on the behavioral patterns of leaders. Unlike the traits theory, theories on behavior can be exercised by managers to improve their leadership abilities (King, 1990). A well-known theory is the **Managerial Grid Model** developed by Robert Blake and Jane Mouton, which is a 9 by 9 grid with underlying dimensions of leadership behavior on both x and y-axis, known as consideration (concern for people) and initiating structure (Concern for production). It suggests that the most effective leader

is that who can achieve higher levels on the consideration and initiating structure scale. Further, rating high on both dimensions was associated with higher satisfaction and higher effectiveness respectively. Arguably, high levels of initiating structure was also linked to higher levels of absenteeism. Subsequently, this “high-high” paradigm was subject to criticism (Molloy, 1998).

According to McGregor (1960), managers’ assumption about the behavior of people influence their leadership style. These assumptions fall into two contrasting categories, **Theory X and Theory Y**. Theory X views people as passive and have no desire for responsibility and thereby must be coerced and controlled to ensure organizational needs have been met. On the other hand, Theory Y dictates that employees have the motivation and desire to work. As a result, management holding Y assumptions believe that encouragement and empowerment are necessary for the fulfilment of organizational needs.

Previous theorists have overlooked the surrounding situational factors and their impact on determining who will emerge as a leader. According to **situational theories**, a leader is a product of situational demand (Bass & Bass, 2008). The belief is that the outcome of leadership is influenced by employee behavior and attitude along with the characteristics of the organization (Daniels, Hondeghem, & Dochy, 2019). Similarly, **contingency theories** stipulate that situational factors dictate the style of leadership (Nohria & Khurana, 2010). However, there are certain distinctions; situational theories believe that if a situation changes so should the style of leadership (Hersey & Blanchard, 1969), meanwhile, contingency theories advocate a fit between the leader and the situation (Northouse, 2016). As different leadership styles differ across situations, the assumption that there is no one effective and optimal leadership style that arises (Uslu, 2019).



## Leadership Styles

The aforementioned leadership theories explore each approach to leadership as a mutually independent continuum, rather than a single continuum. Thus, to bring order to the chaos, Burns (1978) and Bass (1985) introduced one of the ‘new leadership’ theories that aimed to provide a more comprehensive perspective of leadership, called the ‘full-range leadership theory’ (FRLT) presented in Figure 1 (Northouse, 2016). The theory integrates three leadership styles: transformational, transactional, and laissez-faire leadership. These existing leadership styles focus on the interaction between leader and follower. Leadership that involves inspiring, motivating and empowering followers to succeed in achieving extraordinary goals is referred to as transformational. Meanwhile, transactional leadership is the basic exchange between a leader and a follower that enables the fulfillment of a contractual obligation and/or a set organizational objective. Whereas, laissez-faire embodies the absence of any transaction and exchange between a leader and a follower (Antonakis, Avolio, & Sivasubramaniam, 2003). Burns (1978) argued that there are distinctions between transformational and transactional leadership, stating that a leader can either exhibit transformational or transactional behavior. However, Bass (1985), opposed, stating that the most effective leader exhibits both transformational and transactional behaviors at the same time (Michel, Lyon, & Cho, 2011). As Qatar University is moving away from its traditional strategy and adopting a transformational strategy, the subsequent sections will focus on and explore two leadership styles that are polar opposites, the first is transactional leadership, which presents a traditional sense of leadership, while transformational presents a visionary sense of leadership. Thus, the full-range leadership model is applied as a framework for the study.

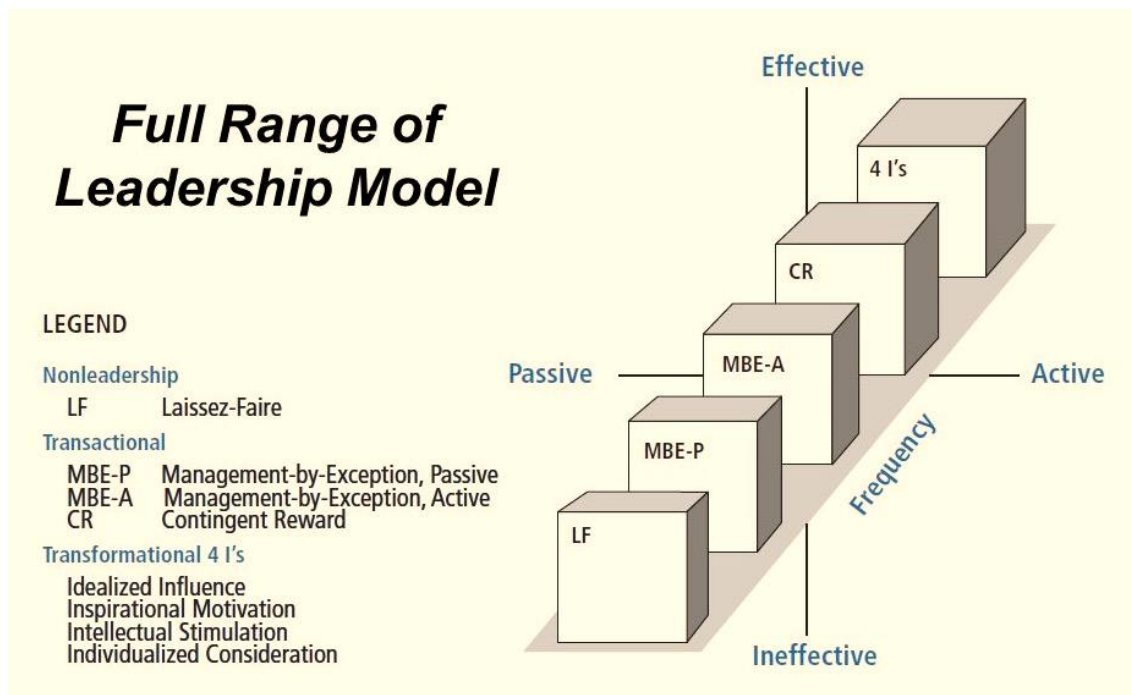


Figure 1. Full Range Leadership Model

Source: Bass & Avolio (1994) and Northouse (2016).

### *Transformational Leadership*

In his book entitled ‘Leadership’, James McGregor Burns (1978) introduced the concept of transformational leadership. Since then, transformational leadership has become one of the most prominent topics discussed in leadership literature. The concept of transformational leadership is characterized as an interaction between leaders and followers, where leaders appeal to their follower’s higher order needs and values as to enable them to achieve overarching goals (Amankwaa & Anku-Tesde, 2015). The elevation of a follower’s level of need on Maslow’s (1954) hierarchy, from lower levels that concern safety and security to higher levels that involve self-actualization is an example of achieving higher order needs. Thus, this leadership style is depicted as a process, as it works towards instilling developmental characteristics and behaviors into

followers (Yao, Fan, Guo, & Li, 2014). Likewise, it is said to be a vision-based approach to leadership as transformational leaders focus on visionary change while challenging and inspiring followers to engage in creative problem solving (Wells & Peachey, 2011). This leadership behavior is not only limited to certain executive leaders, but can be found in/across all levels of management regardless of the type of organization or the setting of it (Mester, Visser, & Roodt, 2003).

Bernard M. Bass (1985) further developed the concept of transformational leadership to incorporate four dimensions, namely:

1. ***Idealized influence (II)***, which is closely related to charisma. It is believed that charisma plays a huge role in transformational leadership. The leader articulates a vision and a mission, and serves as a role model for the followers, resulting in setting high standards based on trust, respect, confidence and commitment to the vision (Weese, 1994).
2. ***Inspirational motivation (IM)***, involves communicating and providing clarity and meaning to the organizational vision and engaging followers to attain it (Bass & Bass, 2008; Weese, 1994).
3. ***Intellectual stimulation (IS)***, stems from the idea belief that an employee's intellect is underutilized (Bass & Bass, 2008). Thus, intellectual stimulation is the degree in which a leader is able to stimulate intellectual curiosity among followers, enabling them to think out-of-the-box (Weese, 1994).
4. ***Individualized consideration (IC)*** is the degree to which a leader pays personal attention in teaching, mentoring, coaching and motivating each employee individually, as the leader is able to recognize individual uniqueness (Bass & Bass, 2008; Wells & Peachy, 2011).

Recent studies affirmed that transformational leadership is substantially associated with favorable organizational outcome, as it positively influences employee behavior, attitude, and performance (Wells, Peachey, & Walker, 2014). This is a result of the transformational leader's emphasis on recognizing and realizing employee needs and empowering them to move towards a shared goal.

### *Transactional Leadership*

Since the mid-1980's Burns and Bass drew distinctions between transactional and transformational leadership styles. Similarly, transactional leadership is represented as an exchange between leader and follower; in contrast, the process by which both leadership styles motivate followers and set goals differ (Mester, Visser, & Roodt, 2003). Transactional leadership is considered to be the traditional form of leadership that is generally found in organizations, whereby the way the task is performed is dictated and outlined by the manager. The relationship between a transactional leader and a follower is based on an exchange process that is reliant on organizational reward and punishment. Thus, employees serving under transformational leaders agree to complete the task assigned in exchange for monetary rewards or psychological compensation or to avoid punishment (Weese, 1994).

Transactional leaders depend on their interpersonal skills to motivate, guide, control, and influence followers. The knowledge and expertise possessed by a transactional leader is deemed relevant by followers, such that they are regarded as fitting to lead a group at the time. Even though these leaders might hold a vision, it is not vital to their role, as they are more task-oriented, and tend to be driven by short-term results and outcomes (Avery, 2004).

The success of this type of leadership is based on the two-way exchange

between the leader and follower; based on literature, it is apparent the constructs underlying dimensions of transactional leadership are as follows (Bass & Bass, 2008; Avolio, 2011):

1. *Contingent reward (CR)*, involves the use of rewards for effort, as to motivate followers to achieve goals that have been agreed upon by both parties.
2. In *active management-by-exception*, the leader regularly monitors followers' performance as to anticipate any deviation from standards and rules, followed by corrective action to prevent these errors before they become a reality.
3. *Passive management-by-exception* involves the interference of leader's only if/when standards and rules are not met. Therefore, corrective actions are taken once an errors occur.

Bernard Bass in a discussion on leadership with Weese (1994) indicated that both transactional and transformational leadership are closely related, however, the concepts differ from each other. He stressed that a key adjective describing transactional leadership is the term ordinary. Nonetheless, transformational leadership builds on and/or is augmented by transactional leadership.

### *Gender and Leadership*

A country's competitiveness relies on the inclusion and involvement of women, their participation in the labor market is crucial to sustaining the country's economic growth. As the numbers of women in higher education have risen, so did their involvement in the workforce (Shukla & Arntzen, 2013). Although there has been documented increase in women in leadership positions, their entry in top leadership

roles within corporations has been sluggish (Vecchio, 2002). This is contributed to the numerous obstacles that women must overcome to reach to such a position, as the path to leadership for women is denoted as a labyrinth. Compared to men, women are less likely to emerge as leaders in male dominated organizations and higher-level positions (Bear, Cushenbery, London, & Sherman, 2017). This gender gap is attributed to the glass ceiling effect, which is a metaphor used to describe an invisible barrier that resists advancement of women to reach higher ranks. In such a case, gender is represented as a social category instead of a biological aspect, since, biologically differences are a natural phenomenon. However, gender differences are constructs determined by cultural perspectives of the role men and women play (Taleb, 2010).

Gender stereotypes have continuously effected how people perceive appropriate behaviors exhibited in men and women. Where men should display masculine behavior (i.e. assertion, control, independence, and competitiveness), while women should exhibit femininity (i.e. emotions, sensitivity, and sympathy). These perceptions have an unfavorable impact on leaders as women become targets of prejudice if they exhibit masculine behavior (Wang, Chiang, Tsai, Lin, & Cheng, 2013).

In their article “shatter the glass ceiling: women may make better managers”, Bass & Avolio (1994) compared male and female managers on transformational, transactional and laissez-faire leadership styles. The results showed that women rated higher on all transformational leadership aspects with individualized consideration being the highest, followed by idealized influence (charisma), inspirational motivation, and ending with intellectual stimulation. Whereas, men rated higher on laissez-faire leadership and most transactional leadership aspects, especially on passive management-by-expectation, and active management-by-expectation, respectively. While women ranked higher in contingent reward. The leadership aspects that men

ranked higher in are on the lower end of the full-range of leadership continua. Thus, are linked to lower levels of pro-activeness and less effective outcomes.

In the article, 'Is transformational leadership always perceived as effective? Male subordinates devaluation of female transformational leaders' by Ayman et al. (2009), the authors investigated how subordinates perceived the effectiveness of transformational leadership behaviors taking into account the composition of gender. The findings indicated that male subordinates devalued female leaders that exhibited transformational behavior, as compared to exhibiting lower levels of transformational behavior. Moreover, female subordinates reacted more positively than their male counterparts did. In contrast, and irrespective of the level of transformational leadership among male leaders, male leaders' self-rated performance was equivalent to how subordinates perceived their effectiveness. Similarly, Eagly & Carli (2003) indicated that women leaders are perceived as less effective in situations where the number of male subordinates increased. Even though evidence that female leaders are seen to lead in ways that researchers and experts consider as effective, prejudice against female leaders is responsible for viewing women leaders as less effective in positions defined as masculine and more effective in positions that are perceived as less masculine.

Even though there has been a surge in literature on gender and leadership, and rising interest in academia favoring women in leadership roles, stereotypes remain a huge factor effecting how women in leadership are perceived. The belief that women are more emotional has potentially effected the way women leaders are assessed as oftentimes emotions are associated with the inability to control thoughts and behaviors (Brescoll, 2016).

## Employee Turnover

A considerable amount of research has been done throughout the years to explore the reasons behind employee's leaving an organization. The works of Brayfield and Crockett (1955) and Herzberg et al. (1957) are earlier illustrative of the study, where they managed to identify the relationship between employee dissatisfaction and subsequent turnover (Richard T. Mowday, 1982). When employees leave an organization, the impact can be considered quite substantial. Therefore, understanding employee turnover is vital to the success of an organization. This section will cover the definition of employee turnover; explore the consequences of employee turnover; highlight the causes that underlie employee turnover, identify the effect of gender on turnover; meanwhile establishing a linkage between leadership styles and employee turnover intention.

### *Definition of Employee Turnover*

The occurrence of employee turnover is no different from one continent to another, and remains a major concern for organizations. Based on extensive literature review, Abbasi & Hollman (2000) define employee turnover as a state that lies between employment and unemployment, where individuals rotate between companies, organizations, and jobs. A broad definition is given by Price (1977) as he identifies it as the movement of individuals across organizational boundaries. Price continues to construct the definition mathematically to state that 'the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period'. Similarly, Loquercio, Hammersly and Emmens (2006), have described it as the proportion of the total number of employees leaving prior to the end of their contractual agreement with



the employer over the average number of staff employed during the same period. In laymans' term, it is the movement or the flow of employees into and out of an organization. These definitions reveal that researchers used similar approaches to define employee turnover, and that the definition is not dynamic in nature.

Employee turnover can be categorized into either voluntary or involuntary. Voluntary turnover describes the decision that an employee makes to either stay or leave the organization (Shaw et al., 1998; Price, 2001, Ongori, 2007; Wells & Peachey, 2011). Most of research on voluntary turnover indicates that employees consider two aspects; the first is identified as the ease to leave one's job, while the second looks at the attractiveness of alternative options (Shaw et al., 1998; Mitchell et al., 2001). Whereas in contrast, involuntary turnover occurs without the consent of the employee, and in which the organization seizes control over the decision to let go of an employee. The action taken by the organization to terminate, is considered as a correction measure due to bad decision-making during the hiring process (Price, 1977).

'Turnover intent' is a proxy construct used to measure actual employee turnover as it represents the employees desire to leave an organization within the near future. For the purpose of the study, employee turnover signifies voluntary employee turnover intent, as the focus is on members leaving the organization rather than entering it.

### *Causes and Effects of Turnover*

As the State of Qatar is placing great emphasis on becoming a knowledge-based economy, it is critical for organizations to retain human resources as it creates an advantage over those who do not (Wells, Peachey, & Walker, 2014). A plethora of literature has shown that organizational performance is negatively impacted by turnover. As the most mobile employees tend to be the most skilled and experienced

and are the ones that are most likely to leave an organization. It is estimated that the annual cost of voluntary turnover in universities within the United States of America is around 68 million dollars (Jo, 2008). The costs associated with employee turnover are often underestimated, as not only are there visible costs, but hidden costs as well. Visible costs are associated with the human resource management process from the cost of terminating the employee, posting job advertisements, recruiting, selecting, training employees and many more. Whereas, hidden costs are mostly intangible, as they disrupt the workflow, work stability, employee motivation and customer relations. Furthermore, this can negatively impact production levels for a certain period of time (Abbasi & Hollman, 2000; Ongori, 2007). High levels of turnover are disruptive in universities, these disruptive effects can be either short-term or long-term depending on the corrective measures implemented.

The phenomenon of employee turnover has no one reason as to why employees decide to leave an organization. For organizations to understand the causes of employee turnover, they must understand the underlying predictors. Ongori (2007) examined the sources leading to employee turnover, categorizing them into job related factors and organizational factors as discussed below:

*Job related factors*, can be based on individual decisions that lead an employee to quit his/her job, while another aspect lies within the concept of personal agency. An individual's decision to leave an organization primarily revolves around his/her exposure to stress and stressors. The employee can experience stress due to role ambiguity, which results from insufficient information about the job, in terms of how to perform the job, and what is expected of him/her by their supervisors and co-workers. In addition, to the vagueness of the mechanism used to assess and evaluate the employee's performance. As for personal agency, it is the belief that external factors

play a major role in influencing an employee's life rendering him/her powerless and out of control. The aforementioned job related factors leave employees feeling less satisfied with their job (Ongori, 2007).

*Organizational factors* relate to the stability of an organization, the more stable the organization the lower degree of turnover is, and vice versa. Organizational stability provides for a flourishing working environment, where an employee can predict advancements along their career path (Ongori, 2007). Stability starts from efficient hiring practices that ensure the placement of the right person, in the right position, whereas mismatching is highly likely to cause a surge in turnover (Abbasi & Hollman, 2000). Moving from poor recruitment and selection policies, quantitative approaches in management that focus on the adoption of task-oriented and cost-oriented managerial behavior lead to higher levels of dissatisfaction among employees (Booth & Hamer, 2007). Managers with such myopic visions overlook that the nature of doing business is shifting due to advancements in technology and increasing globalization. With higher levels of turnover being associated with management and leadership practices, managers should be able to adapt and change their styles as it could lead to better retention rates of employees. Lack of well-constructed recognition and compensation systems throughout the organization contributes to higher levels of dissatisfaction and thus, turnover (Abbasi & Hollman, 2000).

Similar to the sources discussed by Ongori (2007), Wells et al. (2014) summarizes that the number of predictors of employee turnover include effective leadership, job satisfaction, and organizational commitment. Likewise, Mobley (1982) as cited in Price (2000) indicated four major determinants of employee turnover, which are 'job satisfaction, expected utility of alternative internal work roles, expected utility of external work roles, and non-work values and contingences'.

### *Leadership Styles and Employee Turnover*

A number of researchers have explored the relationship between transformational and transactional leadership, and voluntary turnover intention within organizations. (Wells et al., 2011; Long et al., 2012; Gyensare et al., 2016). Leadership styles and turnover intention were two distinct concepts, and over the years, researchers became increasingly interested in combining both concepts (Gyensare, Anku-Tsede, Sanda, & Okpoti, 2016). Generally, these studies showed that transformational leadership mitigated the degree of voluntary turnover among employees. Based on a study on five-star hotels in Turkey, Kara et al. (2013), found that transformational leadership had a positive effect on the quality of work life, which in turn reduced job turnover. Similarly, using data from a sample of 208 National Collegiate Athletic Association (NCAA) assistant coaches within the United States of America, Wells et al. (2010) found that both transformational and transactional leadership showed a negative relation with employee turnover. Wells et al. (2010) rationalized the effect of transactional leadership on turnover to be associated with the justice theory, explaining that if organizational processes are perceived as fair, then employees are more satisfied with the organization than if perceived otherwise. Although a study of 25 academic staff within a Malaysian college have shown that transformational and transactional leadership are negatively associated with turnover intention, the correlation was revealed to be not significant (Long, Thean, Ismail, & Jusoh, 2012).

### *Gender and Turnover*

Despite the progress in recent years, the destructive effects of gender stereotypes remain a challenge. As stereotypes are, the main cause of discriminatory behavior and treatment towards women within the work place, hampering their career

advancement. The failure to mitigate such gender stereotypes are a result of inefficient human resource management (Heilman, 2012). Jo (2008) stated that to date, not much consideration in literature has been placed on higher education sectors in terms of human resource management. The purpose of her study lies within the examination of female administrators within higher education, while identifying the causes that influence voluntary turnover behavior among them. Generally, literature focuses on women voluntary turnover, due to their turnover rates being higher than men (Lyness & Judiesch, 2001; Jo, 2008). According to the results of Jo's (2008) survey, approximately half of the participants showed dissatisfaction with their immediate manager, while other factors such as limited growth opportunities and flexible work/life policies came second. In addition, Lewis & Park (1989) as cited in Lyness & Judiesch (2001) conducted a 10 year examination that indicated that even after several variables such as education, age, occupation, and pay were controlled, women working in federal civil services within the USA were more likely to leave their jobs than men. In contrast, based on the data of 26,359 managers working for financial service organizations in the USA, Lyness & Judiesch (2001) results showed that female managers had slightly lower rates on turnover than men.

The retention problem among employees, suggests that immediate managers play a crucial role in influencing an employee's intent to stay within the organization or quit. Moreover, gender bias has resulted in impeding women's career advancement causing lose-lose situation were not only the individual is effected, but also the organization they are working for (Jo, 2008; Heilman 2012).

## Research framework

Building on the literature above, it is not irrational to assume that managers should take responsibility and/or to be held accountable for high turnover rates. There are direct relationships between different leadership styles and voluntary turnover. Another line of research shows that there are gender differences worth investigating when it comes to both leadership styles and voluntary turnover. Thus, based on the information on hand, the following conceptual model was constructed:

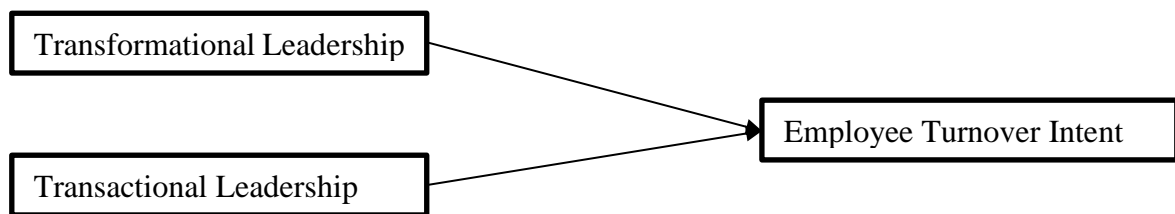


Figure 2. Conceptual Framework

Based on the above conceptual framework, the following three research hypothesis were developed:

H1: Transformational leadership style is negatively related to employees' voluntary turnover intention.

H2: Transactional leadership style is negatively related to employees' voluntary turnover intention.

H3: Gender difference will exist between the perception of leadership style and employees voluntary turnover.

## CHAPTER THREE: RESEARCH METHODOLOGY

### Overview

The section presents the research methodology employed in the study, the section seeks to highlight the framework followed, and discuss measures and instrument development, sampling and data collection, and to assess the validity and reliability of the instrument.

### Research Methodology Framework

The concept of research methodology is critical to the development of any study, as it allows researchers to describe the means by which data is collected and analyzed. To provide direction to the study, the research onion framework is applied. The framework constitutes six sequential layers related to research philosophy, approach, strategy, choice, time horizons, and techniques and procedures (Saunders et al., 2007).

Based on the aforementioned framework, this research adopts positivism as the research philosophy, which focuses on constructing research questions and hypotheses that are examined using scientific methods and techniques. The adoption of such a philosophy implies that a deductive approach is administered to the study as the aim of such an approach is to find answers to the research questions set. To clarify, these two layers allow the researcher to test the relationship between transformational and transactional leadership styles, and employee turnover taking into account the role of gender. Progressing through the layers, the most appropriate strategy to address the research questions is to approach that data collection method by implementing a quantitative survey strategy that focuses on a mono-methods approach, where a single process of gathering and collecting data is used.

## Measures and Instrument Development

As the nature of the research is quantitative, the primary means used to collect data is an online survey. It is essential to the research that an appropriate survey with a high degree of validity and reliability was selected to tackle the research questions and hypotheses. The survey instrument used consists of three-parts: the first identifies the participant's demographics, the second measures the leadership styles, and the third measures employee turnover intention.

In the first part of the survey, demographic data is obtained through answering seven items related to gender, nationality, level of education, age, years working for current institution (tenure years), job level, and direct supervisors gender. These demographic items enable participants to be segmented, and especially in the case of this study, information regarding gender can provide deeper understanding of the other variables: transformational, transactional, and employee turnover intention.

The main purpose of the research is to explore the effect of the two different leadership styles on employee turnover. Thus, based on an extensive review of literature, the *Multifactor Leadership Questionnaire* (MLQ) developed by Bass and Avolio (1990) was adopted in the second part of the survey. Many researchers have used the MLQ as an instrument to identify leadership styles across a variety of sectors, and with sample of responders that ranged in size (Hughes et al., 2010; Wells et al., 2010; Long et al., 2012; Tse et al., 2013) making it a well-established questionnaire. The MLQ consists of 18 items that measure six dimensions represented in the Full Range of Leadership Model, which are idealized influence (II), inspirational motivation (IM), intellectual stimulation (IS), individualized consideration (IC), management-by-expectation (MBE), and contingent reward (CR). These dimensions will be collapsed into higher order factors such as transformational and transactional leadership. The



participants were asked to rate each of the items using a five point Likert scale (**1 = strongly disagree, 2 = disagree, 3 = Neutral, 4= agree, 5 = strongly agree**).

The third part of the survey aims to measure ‘employee turnover intention’, therefore, Roodt’s (2004b) *Turnover Intentions Scale (TIS-15)*, was adopted. The questionnaire consists of 15 items that enable the participant to portray their feelings of either staying or leaving an organization within a timeframe of the previous 9 months. The questionnaire is considered reliable as it received a Cronbach Alpha = 0.913 and 0.895, based on Jacobs (2005), and Martin & Roodt (2007) respectively, as cited in Plooy & Roodt (2010). The rating of all items follows a five point Likert scale, however there are two ranges one starting from ‘never’ to ‘always’, and the other from ‘not at all’ to ‘to a large extent’ that are used for the turnover intention items.

Once the sections and items in the survey has been chosen, a consent form at the beginning of the survey was constructed, which enabled respondents to either decline or consent to participating within the study. To protect the welfare of respondents and their anonymity, the questions were formulated and selected in such a way that does not incorporate any personal identifying questions. Moreover, to ensure that a larger audience was targeted the survey was conducted using two languages, the main version was in English, which was later on translated by the Co-PI into Arabic. After the completion of the first draft, the survey was piloted, and modifications were made to the Arabic version of the survey, while a required time to complete the survey was identified to be between ten to fifteen minutes. The survey was then submitted to Qatar University-Institutional Review Board (QU-IRB) for their ethics review. The survey met the ethical requirements of QU-IRB and was granted ethics approval number QU-IRB 1124-E/19.

Table 1. Determinants and Items

#	Determinant
<b>V1</b>	<b>Transformational Leadership</b>
<b>V1.1</b>	<b>Idealized Influence</b>
1.1.1	My supervisor makes employees feel good to be around him/ her.
1.1.2	I have complete faith in my supervisor.
1.1.3	I feel proud to be associated with my supervisor.
<b>V1.2</b>	<b>Inspirational Motivation</b>
1.2.1	My supervisor expresses what employees can and should do in a few simple words.
1.2.2	My supervisor provides appealing ideas about what employees should do.
1.2.3	My supervisor helps employees find meaning in their work.
<b>V1.3</b>	<b>Intellectual Stimulation</b>
1.3.1	My supervisor enables employees to think about old problems in new ways.
1.3.2	My supervisor provides employees with new ways of looking at challenges.
1.3.3	My supervisor gets employees to rethink ideas they had never questioned before.
<b>V1.4</b>	<b>Individual Consideration</b>
1.4.1	My supervisor helps employees develop themselves.
1.4.2	My supervisor lets employees know how they are doing.
1.4.3	My supervisor gives personal attention to employees who seem shunned.
<b>V2</b>	<b>Transactional Leadership</b>
<b>V2.1</b>	<b>Contingent Reward</b>
2.1.1	My supervisor tells employees what to do if they want to be rewarded for their work.
2.1.2	My supervisor provides recognition/rewards when employees reach their goals.
2.1.3	My supervisor draws attention to what employees can obtain for their accomplishments.
<b>V2.2</b>	<b>Management-By-Exception</b>
2.2.1	My supervisor is satisfied when employees meet agreed standards.
2.2.2	As long as things are working, my supervisor does not try to change anything.
2.2.3	My supervisor informs employees of the necessary standards to carry out their work.

#	Determinant
<b>V3</b>	<b>Employee Turnover Intention</b>
3.1	How often have you considered leaving your job?
3.2	How frequently do you scan the newspapers in search of alternative job opportunities?
3.3	How satisfying is your job in fulfilling your personal needs?
3.4	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?
3.5	How often are your personal values at work compromised?
3.6	How often do you dream about getting another job that will better suit your personal needs?
3.7	How frequently do you scan the internet in search of alternative job opportunities?
3.8	How often do you look forward to another day at work?
3.9	How often do you think about starting your own business?
3.10	To what extent do responsibilities prevent you from quitting your job?
3.11	To what extent do the benefits associated with your current job prevent you from quitting your job?
3.12	How frequently are you emotionally agitated when arriving home after work?
3.13	To what extent does your current job have a negative effect on your personal well-being?
3.14	To what extent does the “fear of the unknown”, prevent you from quitting?
3.15	How likely are you to accept another job at the same compensation level should it be offered to you?

### Sampling and Data Collection

The survey was constructed on a web-based platform called ‘Google Forms’ and distributed electronically to all Qatar University administrative employees through a targeted broadcast. The decision to select a web-based survey was due to a number of advantages that outweighed that of a paper-based survey. It allowed for ease of distribution, increased audience reach, real-time view of data, ease of data transfer, and no cost attribution to the service. The survey was designed in a way to reduce missing data, through indicating questions as mandatory. Further, the survey is self-administered as to reduce respondent bias.

The survey reached 1369 employees, out of which a total of 200 surveys were collected from Qatar University administrative employees for a period from 15 to 31 October 2019.

### Validity and Reliability Test

As this research heavily relies on literature review, and the adaption of items from two measurement instruments, namely, the Multifactor Leadership Questionnaire (MLQ) form 6s, and the turnover intention scale. It is essential to investigate the validity and internal consistency of items, as to determine a model that represents the sample data. Thus, before testing the hypotheses, an exploratory factor analysis was administered to ensure uni-dimensionality among items within each variable, in addition to conducting a reliability analysis to check for internal consistency.

The first step was to employ an exploratory factor analysis to check for the presence of factor cross-loadings, where principle component analysis was used as the extraction method, while Varimax with Kaiser Normalization was used as the rotation method. As a result, items within transformational and transactional leadership styles were determined to be unidimensional, as there was no presence of factor cross loading. However, items number 3.6, 3.7, 3.10, 3.11, 3.13, and 3.14 within the turnover intention scale showed cross-loading (see Appendix B).

The second step was to assess the reliability of the instrument using Cronbach alpha. The first instrument measured was that of the Multifactor Leadership Questionnaire items that constructed transformational leadership, transactional leadership and their dimensions. Table 2 reports their Cronbach alpha:

Table 2. Cronbach Alpha for Leadership Styles and Dimensions

#	Variable	Number of items	Cronbach's Alpha
V1	Transformational Leadership	12	0.963
V1.1	Idealized Influence	3	0.896
V1.2	Inspirational Motivation	3	0.885
V1.3	Intellectual Stimulation	3	0.875
V1.4	Individualized Consideration	3	0.829
V2	Transactional Leadership	6	0.851
V2.1	Contingent Reward	3	0.872
V2.2	Management-by-exception	3	0.625

Most subscales produced Cronbach alpha above 0.80, with the exception of Management-by-exception subscale. Thus, eliminating one item, based on Cronbach's alpha if item is deleted, indicated that if item number 2.2.2 is deleted, Cronbach Alpha will significantly improve both the transactional leadership, and its dimension 'management-by-exception' subscales to 0.897 and 0.781, respectively. However, to keep the theoretical integrity of the MLQ (form-6s), the decision to keep the item was made.

To assess, and ensure that there is a good degree of internal consistency within the turnover intention scale items, and to ensure that deleting any items that previously showed possible cross loading within the turnover intention scale did not worsen the constructs of reliability and validity, Cronbach alpha was administered (see Appendix C). The decision was made to remove items number 3.6, 3.7, 3.10, 3.11, 3.13, and 3.14, as it significantly improved Cronbach alpha from 0.823 to 0.893.

### Statistical Methods

This section describes methods that are used for analyzing the research data collected. Initially, the data was explored using both Excel and SPSS, which performed

a variety of calculations. Descriptive statistics were calculated for demographic, independent, and dependent variables. A correlation analysis was employed to examine the relationship between the independent variables and dependent variable. Additionally, multiple linear regression was used to test the hypothesis and research questions on both an aggregate and disaggregate level. Likewise, multiple linear regression was administered alongside gender multi-grouping as to explore the influence that gender has on leadership styles and employee turnover intention.

## CHAPTER FOUR: DATA ANALYSIS AND DISCUSSIONS

### Overview

In this chapter, an analysis is performed on the data set collected from the respondents. The initial step is to identify the profile of respondents using descriptive statistics. Followed by a normality test to check for data distribution, moreover, to test the hypotheses, both correlation and regression analysis are conducted using SPSS. Lastly, findings and discussions draw upon the analysis.

### Data Exploration and Descriptive Statistics Analysis

#### *Demographic Data*

To allow for a better understanding of participant characteristics, descriptive statistics were performed on demographic variables. As shown in Table 3, frequencies and percentages of the 200 responses were calculated. The response rate based on nationality illustrates that the majority of respondents are Qatari, making up 52.5% of responses, while non-Qataris made up 47.5%. With respect to employee's age, the 31 – 40 age group accounted for most employees at 42%, followed by the 21 – 30 age group, 41 – 50 age group, above 50 age group, and less than 20 years, at 37.7%, 14%, 6.5%, and 0%, respectively. The highest responses were from employee's holding an undergraduate degree (60.5%), and a master's degree (30.5%). Moreover, employees were asked about their years of experience within their current organization, making the highest category of tenure years 5 – 10 years, accounting for 39.9%, followed by less than 5 years, accounting for 26% of the total. Out of the 200 administrative employees, the majority of respondents are made up of staff, followed by both first and midlevel management, and lastly executive employees, at a total of 156, 21, 21, and 2

responses, respectively. Qatar University has a total of 1369 administrative employees, constituted of 836 (61%) females, and 533 (39%) males. However, out of those 1369, only 200 responded, out of which females made up the majority, accounting for 72.5%, while males accounted for 27.5%. An additional question regarding gender was asked, as to identify the gender of the direct supervisor, as their leadership style is being perceived by their followers within this study. The data shows that 54.5% of direct supervisor's gender are female, while 45.5% are male.

Table 3. Frequencies and Percentages

<b>Demographic Variable</b>	<b>Category</b>	<b>Frequency (F)</b>	<b>Percentage (%)</b>
Nationality	Qatari	105	52.5
	Non-Qatari	95	47.5
Age	Less than 20 years	0	0
	21 - 30	75	37.7
	31 - 40	84	42.0
	41 - 50	28	14.0
	Above 50 years	13	6.5
Level of Education	High school	5	2.5
	Diploma	6	3.0
	Undergraduate degree	121	60.5
	Master's degree	61	30.5
	Post-graduate degree	6	3.0
	Other Qualification	1	0.5
Job tenure	Less than 5 years	52	26.0
	5 – 10	79	39.5
	11 – 15	29	14.5
	16 – 20	24	12.0
	More than 20 years	16	8.0
Job level	Staff	156	78.0
	First Level Management	21	10.5
	Middle Level Management	21	10.5
	Executive Management	2	1.0



<b>Demographic Variable</b>	<b>Category</b>	<b>Frequency (F)</b>	<b>Percentage (%)</b>
Gender	Male	55	27.5
	Female	145	72.5
Direct supervisor's gender	Male	91	45.5
	Female	109	54.5

### *Dependent and Independent Variables*

To explore the dependent and independent variables and their dimensions, Table 4 provides measures of central tendency (mean), measures of variability (standard deviation), and minimum and maximum variables. To describe how respondents perceived their direct supervisors leadership style and their turnover intention a 5-point Likert scale was used, where 1 indicated low agreement with the statement and 5 indicated high agreement with the statement.

Table 4. Descriptive Statistics on Leadership Styles

	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Deviation Statistic
TFL	1.00	5.00	3.2117	1.05924
+II	1.00	5.00	3.3367	1.19041
+IM	1.00	5.00	3.1983	1.10382
+IS	1.00	5.00	3.2117	1.09727
+IC	1.00	5.00	3.1000	1.08335
TL	1.00	5.00	3.0667	.93209
+CR	1.00	5.00	2.8217	1.09711
+MBE	1.00	5.00	3.3117	.93273
TI	1.00	5.00	3.0483	.93419

Note: TFL = transformational leadership, II = idealized influence, IM = inspirational motivation, IS = intellectual stimulation, IC = individualized consideration, TL = transactional leadership, CR = contingent reward, MBE = management by exception, TI = turnover intention.

The results indicate that the mean perception of respondents for all variables are regarded as moderate. However, in terms of leadership styles, transformational leadership was perceived to be slightly higher than transactional leadership. Whereas, idealized influence ranked higher than all other leadership dimensions, while the lowest ranked dimension was contingent reward.

Table 5. Descriptive Statistics on Leadership Styles with Supervisor Gender

Supervisors		N	Min	Max	Sum	Mean	Std. Deviation
Male	TFL	91	1.00	5.00	282.25	3.1016	1.06775
	TL	91	1.00	5.00	266.17	2.9249	.94093
Female	TFL	109	1.00	5.00	360.08	3.3035	1.04813
	TL	109	1.00	5.00	347.17	3.1850	.91212

Note: TFL = Transformational Leadership, TL = Transactional Leadership

To analyze differences in gender, the means and standard deviations for transformational and transactional leadership styles for the supervisor's gender were calculated, as listed in Table 5. The results revealed that male and female supervisors are perceived to be more transformational than transactional by their subordinates.

Table 6. Descriptive Statistics on Turnover Intention with Follower Gender

Followers		N	Min	Max	Sum	Mean	Std. Deviation
Male	TI	55	1.00	5.00	157.67	2.8667	.93902
Female	TI	145	1.22	5.00	452.00	3.1172	.92628

To analyze gender difference in terms of turnover intention, the follower's gender was used to split the data to enable descriptive calculations to be administered. The results in Table 6 reveal that female followers are more likely to leave an organization than male followers.

*Normality test*

Before commencing with any parametric test, normality assumptions were tested by applying Kolmogorov-Smirnov test on the dependent variable, Table 7. Accordingly, the findings showed p-values greater than 0.05, therefore, we fail to reject the null hypothesis and we conclude that the sample data is normally distributed. Thus, the use of parametric tests were justified.

Table 7. Kolmogorov-Smimov Normality Test

	Statistic	df	Sig.
TI	.059	200	.092

Note: Lilliefors Significance Correction

### Pearson Correlation Matrix

To explore the interrelationship between variables, Table 8 exhibits a bivariate Pearson correlation coefficient matrix between transactional leadership, transformational leadership and employee turnover intention.

Table 8. Pearson Correlation Matrix - Aggregate Level

	TFL	TL	TI
Transformational Leadership	1		
Transactional Leadership	.880**	1	
Turnover Intention	-.561**	-.533**	1

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

The interrelationship between transformational leadership and transactional leadership was .880 ( $p < 0.01$ ), which indicates strong positive correlation between the leadership styles. Whereas, correlations observed with employee turnover intention shows that transactional leadership ( $r = - .533$ ,  $p < 0.01$ ), and transformational leadership ( $r = -0.561$ ,  $p < 0.01$ ) are negatively correlated and thus, are in the direction predicted by the hypotheses.

Table 9. Pearson Correlation Matrix – Disaggregate Level

	II	IM	IS	IC	CR	MBE	TI
II	1						
IM	.895**	1					
IS	.826**	.897**	1				
IC	.849**	.868**	.836**	1			
CR	.761**	.787**	.778**	.817**	1		
MBE	.762**	.748**	.709**	.748**	.685**	1	
TI	-.555**	-.531**	-.512**	-.524**	-.511**	-.464**	1

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

Note: II = idealized influence, IM = inspirational motivation, IS = intellectual stimulation, IC = individualized consideration, CR = contingent reward, MBE = management by exception, TI = turnover intention.

Furthermore, Table 9 exhibits the relationship between the six leadership dimensions and employee turnover intention. As observed, leadership dimensions strongly correlate with each other as these scales are clustered into one factor. On the other hand, all the six leadership dimensions are significant and negatively correlate with employee turnover intention.

### Multiple Linear Regression

To understand the effects of leadership styles on employee turnover, and to test the hypotheses, a series of multiple linear regressions were performed. The intent is to explore statistical significance across different degrees of data aggregation. Therefore, the first step is to demonstrate the effects of the two leadership styles (aggregate level) on employee turnover intention, and then assess the dimensions of leadership (disaggregate level). Whereas, to assess the existence of gender differences between the perception of leadership styles and employees voluntary turnover intention, the data

will be partitioned and a multi-group comparison will be executed. Table 10 presents the four gender groups and their sample size, the acceptable threshold for a suitable sample size is considered to be  $n \geq 25$ , making all four groups suitable for analysis.

Table 10. Cross Tabulation of Gender Groups

		Followers Gender		Total
		Male	Female	
Supervisors Gender	Male	28	63	91
	Female	27	82	109
Total		55	145	200

*Aggregate level analysis*

Multiple linear regression was developed to test employee turnover intention by incorporating perceived transactional and transformational leadership styles as predictors, to determine the effect of the them on employee’s intention to leave the organization. Once the general model is conducted, stepwise multiple linear regression is performed as to produce a compact model with minimal collinearity among variables.

Table 11. General Aggregate Regression Model

Model		Unstandardized		Standardized	t	Sig.	Collinearity	
		Coefficients		Coefficients			Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.737	.189		25.044	.000		
	TFL	-.360	.109	-.409	-3.305	.001	.225	4.436
	TL	-.173	.124	-.173	-1.400	.163	.225	4.436
	R	.567						
	R Square	.321						
	Adjusted R Square	.314						
	Std. Error	.77350						
	F	46.636						
	df	2						
	Sig.	.000						

Dependent Variable: TI = turnover intention.

Predictors: (Constant), Transactional Leadership, Transformational Leadership

Table 11 summarizes and presents the general model that shows the two variables transactional and transformational leadership as predictors. The coefficient of determinant R-squared is depicting that 32.1% of variation of employees turnover intention can be explained by the perceived leadership styles. Whilst, R-squared is significant at .000 (F=46.636, df=2, P< 0.01), indicating that the overall model is valid. However, the estimated coefficients of independent variables depict that transformational leadership is significant at  $p < 0.01$ , while transactional leadership is not significant. According to the collinearity statistics, tolerance of both the independent variables are greater than 0.1 and the Variation Inflation Factor (VIF) is less than 10, therefore, there is no threat of multi-collinearity. The general model for the hypothesis is presented as: -

$$TI = 4.737 - 0.360 * TFL - 0.173 * TL$$

A stepwise multiple linear regression method was performed, as to allow the most significant independent variables to be added, and eliminates the least significant ones, thus, reducing the presence of multi-collinearity and producing the best performing model, presented in Table 12.

Table 12. Stepwise Aggregate Regression Model

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	4.637	.175		26.430	.000		
TFL	-.495	.052	-.561	-9.533	.000	1.000	1.000
R	.561						
R Square	.315						
Adjusted R Square	.311						
Std. Error	.77537						
F	90.872						
df	1						
Sig.	.000						

Dependent Variable: TI = turnover intention.

Predictors: (Constant), Transformational Leadership

The results of the stepwise regression demonstrates that 31.1% of the variation of employee turnover intention is explained by transformational leadership style. The validity of the overall model is proven to be significant, as p-value < 0.01 (F=90.872, df=1, P< 0.01). Moreover, the best performing model is:



$$TI = 4.637 - 0.495 * TFL$$

The aforementioned models measure employee turnover intention irrespective of the role that gender might play. Therefore, to depict that gender differences exist, the data was split into multi-groups using the SPSS statistical software, where the gender of the supervisor is compared with the gender of the follower, and a stepwise multiple linear regression was performed. As a result of the stepwise regression, three significant models were produced (see Appendix F). Regardless of the follower being male or female, the results provide an indication for male supervisors that transformational leadership plays an important role in predicting employee's intention to leave an organization at different strengths of unstandardized beta. On the other hand, the most important variable in predicting turnover among female followers with female supervisors is transactional leadership; unfortunately, SPSS excluded female supervisors with male followers as none of the variables fit into the inclusion criteria. Therefore, the aforementioned results support hypothesis number three that gender difference will exist between the perception of leadership style and employees voluntary turnover intention.

#### *Disaggregate level analysis*

Alternatively, a disaggregated multiple linear regression was established to generate a more comprehensive understanding of the impact of perceived leadership styles onto turnover intention. Therefore, the first step is to analyze the six leadership dimensions, irrespective of gender. A general model will be constructed using multiple regression, followed by a best performing model using stepwise regression. Whereas, the second approach involves exploring gender differences.

Table 13. General Disaggregate Regression Model

Model		Unstandardized		Standardized	t	Sig.	Collinearity	
		Coefficients		Coefficients			Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.670	.206		22.644	.000		
	II	-.246	.113	-.313	-2.169	.031	.167	5.986
	IM	.002	.149	.002	.011	.991	.112	8.956
	IS	-.056	.120	-.065	-.466	.642	.176	5.684
	IC	-.044	.121	-.051	-.360	.719	.176	5.676
	CR	-.135	.092	-.159	-1.462	.145	.295	3.391
	MBE	-.034	.097	-.034	-.352	.725	.374	2.649
	R	.574						
	R Square	.329						
	Adjusted R Square	.309						
	Std. Error	.77683						
	F	15.798						
	df	6						
	Sig.	.000						

Dependent Variable: TI = turnover intention.

Predictors: (Constant), II = idealized influence, IM = inspirational motivation, IS = intellectual stimulation, IC = individualized consideration, CR = contingent reward, MBE = management by exception.

Table 13 illustrates the general disaggregate regression model, where the coefficient of determinant (R-squared) indicates that 32.9% of variation of employees turnover intention can be explained by the perceived leadership dimensions. The R-squared is significant at .000 (F=15.798, df=6, P< 0.01), indicating that the overall model is valid. On further inspection of the estimated coefficients of independent variables, the following points were noticed:

1. All leadership dimensions, except for inspirational motivation, have an inverse relation with the dependent variable, and are in the direction predicted by the hypotheses.
2. Idealized influence is statistically significant at  $p\text{-value} < 0.05$ , whereas inspirational motivation, intellectual stimulation, individualized consideration, contingent reward, and management by exception are not statistically significant.

According to the collinearity statistics, tolerance of both the independent variables are greater than 0.1 and the Variation Inflation Factor (VIF) is less than 10, therefore, there is no threat of multi-collinearity. However, to ensure that the most significant independent variables are chosen to predict employee turnover intention, a stepwise regression was performed.

Table 14. Stepwise Disaggregate Regression Model

Model	Unstandardized		Standardized	t	Sig.	Collinearity	
	Coefficients		Coefficients			Statistics	
	B	Std. Error	Beta			Toleranc	VIF
1	(Constant)	4.501	.164		.000		
	II	-.435	.046	-.555	-9.383	.000	1.000
2	(Constant)	4.587	.167				
	II	-.310	.071	-.395	-4.379	.000	.421
	CR	-.179	.077	-.210	-2.334	.021	.421

Dependent Variable: TI = turnover intention.

Predictors: (Constant), II = idealized influence,

Excluded variable: IM = inspirational motivation, IS = intellectual stimulation, IC = individualized consideration, MBE = management by exception

Table 14 illustrates two best performing models, in which, the first model includes only idealized influence as a predictor; were the coefficient of determinant shows that 30.8% of variation in employee turnover intention can be explained by idealized influence, a dimension within transformational leadership. The R-squared of the first model is significant at .000 (F=88.036, df=1, P< 0.01), indicating that the overall model is valid. Whereas, model number two shows that both idealized influence and contingent reward are predictors of employee turnover, indicating that 32.6% of variation in employee turnover intention is explained by those two variables. The R-squared for the second model is significant at .000 (F=47.729, df=2, P< 0.01), indicating that the overall model is valid. Non-statistically significant independent variables were excluded from both models.

To test if gender difference will exist between the perception of leadership style and employees voluntary turnover, on a disaggregate level. A stepwise regression was performed using leadership dimensions as the predictors (see Appendix I). Each gender multi-group was tested; however, SPSS excluded female supervisors with male followers, as none of the variables fit into the inclusion criteria. On the other hand, all multi-groups ANOVA table, indicated that the models are significant at p-value < 0.05.

Table 15. Stepwise Disaggregate Regression Model with Gender Multi-Grouping

S. Gender	F. Gender	Model	Unstandardized		Standardized	t	Sig.
			B	Std. Error	Beta		
Male	Male	1 (Constant)	4.386	.539		8.140	.000
		II	-.458	.147	-.520	-3.107	.005
	Female	1 (Constant)	5.122	.219		23.429	.000
		IC	-.683	.070	-.781	-9.761	.000
Female	Female	1 (Constant)	4.548	.266		17.128	.000
		CR	-.473	.083	-.537	-5.691	.000

Dependent Variable: TI = turnover intention.

Predictors: (Constant), II = idealized influence, IC = individualized consideration, CR = contingent reward

Table 15, is the table of coefficients for each of the multi-groups tested. The coefficients for each of the models represented in the table are significant at p-value < 0.05. On further investigation of the models:

1. The model for male supervisors with male followers indicates that the best possible model to predicted turnover intention among male followers is idealized influence.

2. The model for male supervisors with female followers illustrates that idealized consideration is the best predictor for turnover intention among female followers who have male leaders.
3. The model for female supervisors with female followers shows that contingent reward is the best predictor for turnover intention among female followers with female supervisors.

The results indicated by the stepwise regression, support hypothesis number three, which indicates that gender differences exist.

#### Summary of Analysis

Overall, the analysis conducted at an aggregate and disaggregate level is summarized in Table 16.

Table 16. Summary of Hypotheses Testing

#	Hypothesis	Results
H1	Transformational leadership style is negatively related to employees' voluntary turnover intention.	Supported
H2	Transactional leadership style is negatively related to employees' voluntary turnover intention.	Supported
H3	Gender difference will exist between the perception of leadership style and employees voluntary turnover.	Supported

## Findings and discussions

The section presents a discussion of the research findings based on the hypotheses and research questions developed. Further, linking the findings to existing research presented in the literature review. The descriptive statistics attained in the previous section conveys the composition of respondents. The results show that female followers account for 72.5% of respondents, while male followers account for 27.5% of respondents. Moreover, followers direct supervisors are composed of 54.5% female and 45.5% male supervisors. This is coherent with the fact that females make a larger portion of administrative employees within Qatar University.

The results of the study revealed that administrative employees at Qatar University perceived their managers as more transformational. This indicates that managers within the university displayed characteristics of transformational leadership more than transactional leadership. Even though both leadership styles have a direct negative effect on employee turnover intention, transformational leadership is significant in reducing turnover intention among employees. These results are consistent and in line with previous researches (Wells & Peachy, 2010; Waldman et al., 2015). Transformational leadership is seen when follower's needs are lifted to higher levels on Maslow's hierarchy of needs, enabling them to reach higher orders. Based on the results, the leadership dimension that minimizes employee's turnover intention is idealized influence, which lies within transformational leadership. This implies that to reduce turnover intention managers at Qatar University should set high standards of trust, respect, confidence, and commitment, in order to become role models for their subordinates. Moreover, another dimension that significantly impacts employee turnover is contingent reward, a transactional leadership dimension, implying that the use of reward for effort is essential in lowering turnover levels among employees.

The study further examined gender differences among leadership styles, indicating that female supervisors were perceived to exhibit more transformational behavior than male supervisors, thus, being consistent with the literature (Wells et al., 2014). Moreover, gender differences were seen when examining turnover intention, as female followers exhibited a higher likelihood to leave an organization than their male counterpart. Moving forward, gender difference investigations included analyzing compositions of supervisor and follower gender, and the strength of their relationship between leadership styles and employee turnover intention. The composition of male supervisors and follower gender indicated that both male (-0.460) and female (-0.652) followers preferred transformational leadership style, implying that for male managers to mitigate employee turnover intentions, transformational leadership qualities are necessary. On the other hand, results for female supervisors with male followers were not significant. Astonishingly, female followers clearly favored a female leader that exhibited a transactional leadership style.

To gain a better understanding, gender composition and strength of relationship between leadership styles and employee turnover intention were analyzed on a disaggregate level. Both transformational and transactional leadership were broken down into their dimensions. On a disaggregate level, male and female followers headed by a male manager preferred different transformational dimensions. Idealized influence mitigated male follower's turnover intention, while individualized consideration reduced turnover intention of female followers. Male followers expect male leaders to be able to articulate and convey the vision and mission of the organization; meanwhile, female followers favor male leaders that pay personal attention and empathize to their needs. These are the key qualities that are required to mitigate turnover intention among male manager subordinates.



Leadership dimensions that female managers should focus on fell short in terms of male subordinates, as the inclusion criteria for male subordinates was not met statistically. Nonetheless, female followers favored a female manager that is able to convey transactional dimensions, with emphasis on contingent reward. Female leaders are inclined towards transformational leadership style, however, to mitigate turnover among female followers, female managers need to demonstrate the ability to use a more transactional approach in which an employee is rewarded based on agreed upon goals.

Consistent with our expectations, and hypotheses, transformational and transactional leadership are negatively associated with employee turnover intention. Moreover, differences among gender compositions were observed within the analysis. Hence, the hypotheses and research questions examined within the study were supported.

## CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

### Overview

The aim of this chapter is to present recommendations based on findings and discussions. The recommendations are split into two sections, the first highlights managerial implications that Qatar University can undertake, while the second section suggest areas for future research.

### Conclusion and Recommendations

In conclusion, this paper examined the relationship between perceived leadership styles and employee turnover, accounting for gender differences and compositions. An important contribution is that the study demonstrated that differences within gender exists when it comes to perceived leadership styles and employee turnover intention. In accordance to the findings of the study, it is crucial for Qatar University to understand the effect of leadership on employee turnover intention as to be able to retain and mitigate talented employee's intention to leave the organization. Thereby, Qatar University should consider the following recommendations:

1. During the process of recruitment, hiring committees should identify managers that support both transactional and transformational leadership dimensions as to accommodate for the genders impact on leadership and employee turnover intention.
2. Professional development plans should tackle the importance of transactional and transformational leadership styles, and should assist managers in achieving a balance of leadership qualities.
3. An appraisal system where subordinates assess their manager's leadership style and effectiveness as to identify areas of improvement for managers.

4. Monitoring actual turnover data over a period, as to identify the managers that contribute to high turnover rates with the purpose of placing corrective measures.

#### Limitations and Future Research

Despite the number of limitations encountered, the results of this study should be considered as an addition to the literature. The first limitation is attributed to the extent to which the findings are deemed generalizable or not, as the sample consisted of administrative employees within a single organization and not across several higher educational institutes. Moreover, the sample size captures 15% of the population of administrative employees within Qatar University, as 200 out of 1369 employees responded. The sample size effected the creation of gender multi-groups as further partitioning of the data was performed. Another limitation is the inability to acquire actual employee turnover data, as the data is considered confidential by the institute. Lastly, the researcher did not consider using qualitative methods to assess manager leadership styles.

The study is considered as a foundation for future research, and thus, numerous recommendations have surfaced. Thereby, potential avenues include, conducting the study with a larger sample size. Moreover, replicating the study across higher educational institutions, as to obtain generalizable results. Another promising area, is requesting managers to assess their own leadership style, while taking into account the perceived leadership style indicated by their subordinates. Future studies can use additional methods of data collection to gain deeper insights. Additionally, demographic variables can be used as moderators between leadership styles and employee turnover intention.

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## APPENDICES

### Appendix A: Qatar University Institutional Review Board



#### Qatar University Institutional Review Board QU-IRB

September 16<sup>th</sup>, 2019

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Dept. of Management and Marketing  
College of Business & Economics, Qatar University  
Phone: + 974 4403 5046  
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Dear Dr. Marios Katsioloudes,

**Sub.: Research Ethics Review Exemption/MBA student project**  
**Ref.: Student, Doaa Ghazi Kassem / E-mail: [dk085214@student.qu.edu.qa](mailto:dk085214@student.qu.edu.qa)**  
**Project Title: "Leadership Styles and Employee Turnover: The Case of Higher Education"**

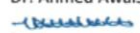
We would like to inform you that your application along with the supporting documents provided for the above graduate student project, has been reviewed by the QU-IRB, and having met all the requirements, has been granted research ethics **Exemption** based on the following category(ies) listed in the Policies, Regulations and Guidelines provided by MoPH for Research Involving Human Subjects:

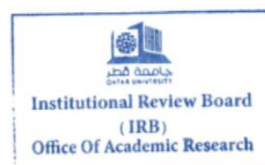
**Exemption Category 2:** Research involving the use of educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures or observation of public behavior, unless: (i) information obtained is recorded in such a manner that human subjects can be identified; and (ii) any disclosure of the human subjects' responses outside the research could reasonably place the subjects at risk of criminal or civil liability or be damaging to the subjects' financial standing, employability, or reputation.

**Documents reviewed:** DoaaKassem\_QUIRB\_Application, QU-IRB Application Material Check List, DoaaKassem\_Proposal, Questionnaire\_DoaaKassem, QU-IRB Review Forms, responses to IRB queries and updated documents.

Please note that exempted projects do not require renewal; however, any changes/modifications to the original submitted protocol should be reported to the committee to seek approval prior to continuation.

Your Research Ethics Approval No. is: **QU-IRB 1124-E/19**. Kindly refer to this number in all your future correspondence pertaining to this project. In addition, please submit a closure report to QU-IRB upon completion of the project.

Best wishes,  
Dr. Ahmed Awaisu  
  
Chairperson, QU-IRB



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## Appendix B: Factor Analysis for Turnover Intention

### Turnover Intention - Rotated Component Matrix<sup>a</sup>

	Component		
	1	2	3
V3.1	.815		
V3.2	.742		
V3.3	.777		
V3.4	.683		
V3.5	.804		
V3.6			.843
V3.7	.540		.423
V3.8	.675		
V3.9	.793		
V3.10		.800	
V3.11		.794	
V3.12	.580		
V3.13		.725	
V3.14	-.404		.445
V3.15	.528		

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

## Appendix C: Reliability test for Turnover Intention

### Reliability Statistics

Cronbach's Alpha	N of Items
.823	15

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
V3.1	44.31	87.371	.641	.799
V3.2	45.04	86.778	.633	.799
V3.3	44.13	87.259	.722	.795

V3.4	44.73	89.889	.521	.807
V3.5	43.85	85.384	.704	.794
V3.6	44.26	104.945	-.104	.844
V3.7	44.03	92.230	.407	.814
V3.8	44.30	89.889	.561	.805
V3.9	44.64	84.595	.661	.796
V3.10	43.84	89.482	.494	.808
V3.11	44.16	98.081	.173	.829
V3.12	44.50	88.412	.572	.803
V3.13	44.24	89.980	.447	.812
V3.14	44.30	108.179	-.243	.849
V3.15	44.36	91.277	.419	.814

Appendix D: Regression output of TL, TFL, and TI

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Transactional Leadership, Transformational Leadership <sup>b</sup>	.	Enter

a. Dependent Variable: TI

b. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.567 <sup>a</sup>	.321	.314	.77350

a. Predictors: (Constant), Transactional Leadership, Transformational Leadership

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	55.804	2	27.902	46.636	.000 <sup>b</sup>

Residual	117.864	197	.598		
Total	173.669	199			

a. Dependent Variable: TI

b. Predictors: (Constant), Transactional Leadership, Transformational Leadership

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.737	.189		25.044	.000		
	Transformational Leadership	-.360	.109	-.409	-3.305	.001	.225	4.436
	Transactional Leadership	-.173	.124	-.173	-1.400	.163	.225	4.436

a. Dependent Variable: TI

### Appendix E: Stepwise Regression output of TL, TFL, and TI

### Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	Transformational Leadership		Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: TI

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
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1	.561 <sup>a</sup>	.315	.311	.77537
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a. Predictors: (Constant), Transformational Leadership

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	54.632	1	54.632	90.872	.000 <sup>b</sup>
	Residual	119.037	198	.601		
	Total	173.669	199			

a. Dependent Variable: TI

b. Predictors: (Constant), Transformational Leadership

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.637	.175		26.430	.000		
	Transformational Leadership	-.495	.052	-.561	-9.533	.000	1.000	1.000

a. Dependent Variable: TI

### Excluded Variables<sup>a</sup>

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
						Tolerance	VIF	Minimum Tolerance
1	Transactional Leadership	-.173 <sup>b</sup>	-1.400	.163	-.099	.225	4.436	.225

a. Dependent Variable: TI

b. Predictors in the Model: (Constant), Transformational Leadership

Appendix F: Stepwise Regression Output of TL, TFL, and TI – Gender

**Variables Entered/Removed<sup>a</sup>**

Supervisors Gender	Followers Gender	Model	Variables Entered	Variables Removed	Method
Male	Male	1	Transformational Leadership	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
	Female	1	Transformational Leadership	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
Female	Female	1	Transactional Leadership	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: TI

**Model Summary**

Supervisors Gender	Followers Gender	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Male	Male	1	.487 <sup>a</sup>	.237	.208	.78266
	Female	1	.787 <sup>a</sup>	.619	.613	.57752
Female	Female	1	.561 <sup>b</sup>	.315	.306	.77471

a. Predictors: (Constant), Transformational Leadership

b. Predictors: (Constant), Transactional Leadership

**ANOVA<sup>a</sup>**

Supervisors Gender	Followers Gender	Model		Sum of Squares	df	Mean Square	F	Sig.
Male	Male	1	Regression	4.949	1	4.949	8.080	.009 <sup>b</sup>
			Residual	15.927	26	.613		
			Total	20.876	27			

	Female	1	Regression	33.123	1	33.123	99.310	.000 <sup>b</sup>
			Residual	20.346	61	.334		
			Total	53.469	62			
Female	Female	1	Regression	22.065	1	22.065	36.765	.000 <sup>c</sup>
			Residual	48.014	80	.600		
			Total	70.079	81			

a. Dependent Variable: TI

b. Predictors: (Constant), Transformational Leadership

c. Predictors: (Constant), Transactional Leadership

### Coefficients<sup>a</sup>

Supervisors	Followers	Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
				B	Std. Error				Beta	Tolerance
Male	Male	1	(Constant)	4.282	.551		7.775	.000		
			Transformational Leadership	-.460	.162	-.487	-2.843	.009	1.000	1.000
Female	Female	1	(Constant)	5.083	.211		24.126	.000		
			Transactional Leadership	-.652	.065	-.787	-9.965	.000	1.000	1.000
Female	Female	1	(Constant)	5.010	.323		15.504	.000		
			Transactional Leadership	-.589	.097	-.561	-6.063	.000	1.000	1.000

a. Dependent Variable: TI

### Excluded Variables<sup>a</sup>

Supervisors Gender	Followers Gender	Model		Beta In	t	Sig.	Partial Correlati on	Collinearity Statistics		
								Toler ance	VIF	Minimu m Toleranc e
Male	Male	1	Transactional Leadership	-.021 <sup>b</sup>	-.070	.944	-.014	.331	3.018	.331
	Female	1	Transactional Leadership	.113 <sup>b</sup>	-.612	.543	-.079	.186	5.378	.186
Female	Female	1	Transformation al Leadership	.150 <sup>c</sup>	-.809	.421	-.091	.251	3.980	.251

a. Dependent Variable: TI

b. Predictors in the Model: (Constant), Transformational Leadership

c. Predictors in the Model: (Constant), Transactional Leadership

### Appendix G: General Disaggregate Regression Model

#### Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	MBE, CR, IS, II, IC, IM <sup>b</sup>	.	Enter

a. Dependent Variable: TI

b. All requested variables entered.

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.574 <sup>a</sup>	.329	.309	.77683

a. Predictors: (Constant), MBE, CR, IS, II, IC, IM

#### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57.201	6	9.533	15.798	.000 <sup>b</sup>
	Residual	116.468	193	.603		
	Total	173.669	199			

a. Dependent Variable: TI

b. Predictors: (Constant), MBE, CR, IS, II, IC, IM

		Coefficients <sup>a</sup>					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients				
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	4.670	.206		22.644	.000		
	II	-.246	.113	-.313	-2.169	.031	.167	5.986
	IM	.002	.149	.002	.011	.991	.112	8.956
	IS	-.056	.120	-.065	-.466	.642	.176	5.684
	IC	-.044	.121	-.051	-.360	.719	.176	5.676
	CR	-.135	.092	-.159	-1.462	.145	.295	3.391
	MBE	-.034	.097	-.034	-.352	.725	.374	2.676

a. Dependent Variable: TI

### Appendix H: Stepwise Disaggregate Regression Model

Variables Entered/Removed <sup>a</sup>			
Model	Variables Entered	Variables Removed	Method
1	II		Stepwise (Criteria: Probability-of-F- to-enter <= .050, Probability-of-F- to-remove >= .100).
2	CR		Stepwise (Criteria: Probability-of-F- to-enter <= .050, Probability-of-F- to-remove >= .100).

a. Dependent Variable: TI



### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.555 <sup>a</sup>	.308	.304	.77920
2	.571 <sup>b</sup>	.326	.320	.77060

a. Predictors: (Constant), II

b. Predictors: (Constant), II, CR

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.451	1	53.451	88.036	.000 <sup>b</sup>
	Residual	120.217	198	.607		
	Total	173.669	199			
2	Regression	56.685	2	28.343	47.729	.000 <sup>c</sup>
	Residual	116.983	197	.594		
	Total	173.669	199			

a. Dependent Variable: TI

b. Predictors: (Constant), II

c. Predictors: (Constant), II, CR

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.501	.164		27.389	.000		
	II	-.435	.046	-.555	-9.383	.000	1.000	1.000
2	(Constant)	4.587	.167		27.523	.000		
	II	-.310	.071	-.395	-4.379	.000	.421	2.376
	CR	-.179	.077	-.210	-2.334	.021	.421	2.376

a. Dependent Variable: TI

**Excluded Variables<sup>a</sup>**

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics			
					Tolerance	VIF	Minimum Tolerance	
1	IM	-.174 <sup>b</sup>	-1.311	.191	-.093	.199	5.036	.199
	IS	-.169 <sup>b</sup>	-1.619	.107	-.115	.318	3.143	.318
	IC	-.191 <sup>b</sup>	-1.712	.088	-.121	.279	3.586	.279
	CR	-.210 <sup>b</sup>	-2.334	.021	-.164	.421	2.376	.421
	MBE	-.098 <sup>b</sup>	-1.074	.284	-.076	.420	2.384	.420
2	IM	-.071 <sup>c</sup>	-.501	.617	-.036	.172	5.819	.172
	IS	-.084 <sup>c</sup>	-.742	.459	-.053	.265	3.772	.265
	IC	-.083 <sup>c</sup>	-.648	.518	-.046	.210	4.762	.210
	MBE	-.048 <sup>c</sup>	-.518	.605	-.037	.393	2.542	.312

- a. Dependent Variable: TI
- b. Predictors in the Model: (Constant), II
- c. Predictors in the Model: (Constant), II, CR

Appendix I: Stepwise Disaggregate Regression Model – Gender

**Warnings**

No variables were entered into the equation for split Supervisors  
 Gender=Female, Followers Gender=Male.

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**Variables Entered/Removed<sup>a</sup>**

Supervisors Gender	Followers Gender	Model	Variables Entered	Variables Removed	Method
Male	Male	1	II		Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

	Female	1	IC		Stepwise (Criteria: Probability- of-F-to-enter <= .050, Probability- of-F-to- remove >= .100).
Female	Female	1	CR		Stepwise (Criteria: Probability- of-F-to-enter <= .050, Probability- of-F-to- remove >= .100).

a. Dependent Variable: TI

### Model Summary

Supervisors Gender	Followers Gender	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Male	Male	1	.520 <sup>a</sup>	.271	.243	.76522
	Female	1	.781 <sup>b</sup>	.610	.603	.58493
Female	Female	1	.537 <sup>c</sup>	.288	.279	.78966

a. Predictors: (Constant), II

b. Predictors: (Constant), IC

c. Predictors: (Constant), CR

### ANOVA<sup>a</sup>

Supervisors Gender	Followers Gender	Model		Sum of Squares	df	Mean Square	F	Sig.
Male	Male	1	Regression	5.652	1	5.652	9.652	.005 <sup>b</sup>
			Residual	15.225	26	.586		
			Total	20.876	27			
	Female	1	Regression	32.599	1	32.599	95.279	.000 <sup>c</sup>

			Residual	20.870	61	.342		
			Total	53.469	62			
Female	Female	1	Regression	20.194	1	20.194	32.385	.000 <sup>d</sup>
			Residual	49.885	80	.624		
			Total	70.079	81			

- a. Dependent Variable: TI
- b. Predictors: (Constant), II
- c. Predictors: (Constant), IC
- d. Predictors: (Constant), CR

### Coefficients<sup>a</sup>

Supervisors Gender	Followers Gender	Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
				B	Std. Error			
Male	Male	1	(Constant)	4.386	.539		8.140	.000
			II	-.458	.147	-.520	-3.107	.005
	Female	1	(Constant)	5.122	.219		23.429	.000
			IC	-.683	.070	-.781	-9.761	.000
Female	Female	1	(Constant)	4.548	.266		17.128	.000
			CR	-.473	.083	-.537	-5.691	.000

- a. Dependent Variable: TI

### Excluded Variables<sup>a</sup>

Supervisors Gender	Followers Gender	Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
								Tolerance
Male	Male	1	IM	-.208 <sup>b</sup>	-.765	.452	-.151	.385
			IS	.082 <sup>b</sup>	.339	.738	.068	.491
			IC	-.089 <sup>b</sup>	-.342	.735	-.068	.432
			CR	-.072 <sup>b</sup>	-.332	.743	-.066	.609
			MBE	.104 <sup>b</sup>	.443	.661	.088	.529
	Female	1	IM	-.286 <sup>c</sup>	-1.671	.100	-.211	.212

			IS	-.261 <sup>c</sup>	-1.824	.073	-.229	.301
			CR	-.191 <sup>c</sup>	-1.294	.201	-.165	.289
			MBE	-.102 <sup>c</sup>	-.774	.442	-.099	.368
			II	-.251 <sup>c</sup>	-1.483	.143	-.188	.219
Female	Female	1	IM	-.175 <sup>d</sup>	-1.063	.291	-.119	.329
			IS	-.134 <sup>d</sup>	-.902	.370	-.101	.406
			IC	-.158 <sup>d</sup>	-.882	.380	-.099	.278
			MBE	-.240 <sup>d</sup>	-1.770	.081	-.195	.472
			II	-.252 <sup>d</sup>	-1.696	.094	-.187	.392

a. Dependent Variable: TI

b. Predictors in the Model: (Constant), II

c. Predictors in the Model: (Constant), IC

d. Predictors in the Model: (Constant), CR