

# The Role of Transformational Leadership and Organizational Commitment to Enhance Intention to Stay: Evidence from Thai Electronic Industry

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**Abstract---***The excessive turnover rate among employees in different businesses is a continuous, well-documented issue. This study aimed to look at the way organizational elements, especially leadership, affect employee's intention to stay in Thai electronic industry to assist Thai electronic businesses to set up a practice design which inhibits the turnover of skilled employees. As a way to do so, it's essential to analyze the effects of organizational commitment on employees' turnover motives. 314 managers working in Thai electronic industry have participated in this study. The method of data analysis utilized is PLS-SEM using SmartPLS 3.0. The outcomes of the research suggest that transformational leadership has a positive impact on organizational commitment. In addition, organizational commitment positively affects employee's intention to stay in their current organization. The study also found empirical evidences of the mediating effect of organizational commitment between the relationship of transformational leadership and employee's intention to stay.*

**Keywords---***Transformational leadership, organizational commitment, intention to stay, employee turnover, employee retention*

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## I. Introduction

The concern of excessive turnover of professional personnel is quite significant issue in most firms globally (Saengchai, Duangkaew, & Jermsittiparsert, 2019; Kerdpitak & Jermsittiparsert, 2020). Several analysts take exceptional ratio of turnover as a continuous issue (Cohen, Blake, & Goodman, 2016). Productivity, quality as well as the profits are affected by turnover. Similarly, prior studies have observed that human resources (HR) of any kind of organization are probably the main cause of continuous competitive edge (Singh, 2019). Furthermore, turnover is extremely expensive for every business in regards to attracting and also locating competent workers with essential expertise, training these workers, and naturally cost regarding renewing these personnel in case they choose to leave. Realizing causes along with elements which are linked with turnover/retention in a company is very important as it gives managers with idea to develop tactics that could enhance employee retention.

Increased turnover ratio in employees working in various industries haven't reduced regardless of the excessive investigation dealing with this particular problem (Cohen et al., 2016; Singh, 2019; Sun & Wang, 2017). Additionally, it appears that several factors are already introduced to turnover models in the long run. For instance, prior studies on worker

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turnover suggested "a multi-level conceptual design of workforce turnover" (Wilke et al., 2018, p. 205). Their design was comprised of five factors, which includes organizational influences; administrative leadership and organizational climate and culture are sub classes of organizational influences. Another research discovered that personnel quit because of "poor leadership at the state level " (Griffiths & Royse, 2017, p. 81)

Nevertheless, majority of the prior research on the association among leadership models as well as employee retention assessed the manager's leadership style. It's likewise been recommended that "organizational culture and climate" are formed in according with the leader's vision (Tohidi & Jabbari, 2012). Researchers suggest that transformational leaders create and then switch the organizational culture. The role of transformational leadership (TL) in enhancing organizational commitment (OC) of employees is also documented in prior studies (Yahaya & Ebrahim, 2016). Thus, this particular analysis proposes that the leadership of an organization may enhance the employee's intention to stay by increasing their commitment level that previous research has failed to explain.

The Thai electronic business discovered to be really contribution in financial development. The electronic sector in Thailand exports-bill exceeds USD 30 billion globally after 2008; the sixty percent of exports include laptop or computer components along with equipment. However, an increase in employee turnover ratio has been observer in this particular industry in recent years and literature is silent in providing solution to this issue. Therefore, the goal of this study is examining the association between the TL and employee intention to stay through the mediation of employee commitment in organization related to electronic sector in Thailand. Particularly, a literature review indicates that TL creates a good, organizational climate and supportive culture for workers (Tohidi & Jabbari, 2012). Moreover, the organizational culture as well as climate built by TL should bring about employees' optimistic OC dedication. Last but not least, positive OC is anticipated to lessen employees' turnover motives. The model which is examined in this study is expected to help the organizations in dealing with HR.

## **II. Literature Review**

### **Intention to stay**

The willingness of workers to stay in their present firm in referred as Intention to stay (Du Preez & Bendixen, 2015). Organizations are actually put through cope with the implications of turnover, which negatively affect the performance and expenses. In case people are unsatisfied with the culture in their organization, they're more likely to shift to other company (Sun & Wang, 2017). The personnel shifting expense organization differs based upon a few elements, like the degree and also dynamics of the task. The expense of changing a worker might have immediate expenses as training, recruiting, and advertising and indirect expenses, for example gradual productivity and expense of mistakes produced because of the fresh substitution (Cohen et al., 2016). Though, only some turnover intentions cause real turnover, turnover intent remains a crucial signal as an event construct. Nevertheless, turnover motives adversely impact organizational efficiency as workers with unrealized turnover motives will probably deal with withdrawal conduct (Hatch & Dyer, 2004). In other instances, capable workers could ultimately give up the jobs of theirs, leading to damage to organizational outcomes (Eckardt, Skaggs, & Youndt, 2014). Consequently, in case antecedents of turnover intention are determined at a sooner point, organizations are able to get appropriate interventions to enhance competitive edge and stop preventable visible & invisible expenses (Alias, Nor, & Hassan, 2016).

The cultural exchange associations impact the actions of a person in employee and administration relation (Hatch & Dyer, 2004). If the employee-management partnership is good, the worker displays constructing as well as positive behaviors inside the company. Worker constructive and adverse actions at the office is a crucial sign for her/his intent in order to keep on working for the company or even to leave the enterprise. Earlier reports have discovered different antecedents of intention to stay in organization (Cohen et al., 2016). The connection in between turnover and job satisfaction is consistent and

significant, but not particularly powerful. A causal comprehension of worker 's intention to stay and the influences of leadership on the improvement of that intent would enable the enhancement of good retention tactics worldwide (Bhat & Bharel, 2018).

### **Employee commitment**

Developing OC is unquestionably really essential for ever company, since personnel have become the primary resources for ongoing performance and success. OC is defined earlier as a psychological frame of mind which connects a worker to a company in a fashion which lowers his or maybe her turnover intent (Meyer, Stanley, Herscovitch, & Topolnysky, 2002). Probably the majority of commonly acknowledged description is "the relative strength of an individual's identification with and involvement in a particular organization and can be characterized by a strong belief in and acceptance of the organization 's goals and values, willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership of the organization" (Mowday, Porter, & Steers, 1982, p. 27). The experts included that determination is shown through an employee 's readiness to do the job efficiently in a company plus the intention of his to hold the relation without planning to shift to other organization (Mowday et al., 1982). The significance of OC has been recorded in the prior studies. For example, organizations appear to be keen on to have extremely dedicated personnel, since it's often recognized that OC might result in different organizational outcomes for instance lower degree of turnover, enhanced determination, improved OCB, along with constant organizational assistance (Klein & Park, 2015). Furthermore, employees' dedication is an indication of higher devotion and improved efficiency (Porter, Steers, Mowday, & Boulian, 1974). Dedicated workers additionally continue to work harder to attain organizational objectives and are inclined to recognize its values favorably (Kompaso & Sridevi, 2010). In this particular context, it could be declared a number of desirable behavioral outcomes may be associated with employee commitment like increased worker retention, engagement, efficiency, job quality, and readiness making sacrifice for the goal of improving organizational performance and image (Lee, Hom, Eberly, & Li, 2018).

Based upon the above conversation, it can be stated that OC continues to holds a tremendous place in literature and it is estimated by several practitioners and researchers as it's positive ramifications on organizational achievement. Put simply, OC is the primary key element in deciding organizational competitiveness that improves engagement, and the motivation of workers (Kompaso & Sridevi, 2010). OC also offers a strong connection with worker behavior and efficiency. In case an employee feels dedicated to a company, the risks of his or maybe her turnover and absenteeism is lesser (Lee et al., 2018). Thus, it's really important to look at employee commitment often in an effort to conquer some problem which could increase any moment and also make sure that workers develop good work mindset that's essential to general organizational functionality.

### **Transformational Leadership**

One present strategy is TL. It's among the techniques which have fascinated the interest of countless scholars and also continues to be most important leadership concept of the previous 20 years (Anderson & Sun, 2017). The difference between transactional and TL was first created by Burns (1978). The idea of transforming leader was first unveiled by Burns. He emphasized that TL " occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher level of motivation and morality" (p. 20). Hence, he discussed TL as being a process instead of a certain behavior. More intense levels of higher levels and connection of morality, performance, and commitment of follower and leader equally (Burns, 1978) is provided by transformational leaders. In later years, research of Burns in industrial and military settings were extended by Bass (1985). In total, the respondents are seventy male manufacturing senior managers who defined a TL as someone who elevated the mindfulness of theirs, move them to higher level needs, and also motivate

them to exceed their very own interests, also to do the job more challenging outside of the hope. Most respondents stated they provided all of the assistance required and attempted satisfying their manager's hope. Hence, Bass observed that “transactional leadership” is able to offer satisfactory outcomes in the very short run, while TL is able to produce long term effort, imagination, and efficiency. Bass came to the conclusion that TL is a method that changes and transforms individuals going beyond expectations. "TL is, during the core of its, about problems around the tasks of change" and transformation (Bass & Riggio, 2006, p. 255).

Burns thought leaders follow either transactional or transformational style. In comparison, TL and also “transactional leadership” are 2 unique facets (Bass, 1985). Leaders are going to demonstrate both transactional and TL styles, but in various levels. Furthermore, highly constructive leaders may be transformational and transactional (Bass, 1998). Good leaders are “transactional” since they engage in community components in the relationship of theirs with dependents and they're “transformational” as they acquire remarkable amount of dedication coming from followers (Van Seters & Field, 1990). The leaders might show different amounts of equally transformational and transactional leadership, and powerful leaders are people who incorporate both leadership types (Yukl, 2012). Bass (1985) additionally created a complete “Extended Leadership Model” that classified leadership styles into 3 types: TL; “transactional leadership”; plus, “laissez faire leadership”. Bass created the “MLQ” according to the “Full Range Leadership Theory”. Lots of other scientists have conducted studies in different configurations to test the principle of TL (Wang & Howell, 2010). They worried that previous investigation in TL focused largely on the “level of analysis”. Prior studies didn't think about the effect of leadership behaviors in the individual level and also at the team level, at the very same time. Wang, Oh, Courtright, & Colbert (2011) realized that group focused TL. Consequently, effective leaders have in order to display various sets of TL conduct to improve personal performance and also to push staff effectiveness as a whole. Based on above discussion, it is hypothesized that:

- H1:** TL has a positive impact on OC.
- H2:** Oc has a positive impact on IS.
- H3:** OC mediated the relationship between TL and IS.

### **III. Methodology**

The information was gathered from the respondents at one time via personally administered questionnaires. Therefore, the current study is cross-sectional and quantitative. The respondents of the analysis had been the senior managers working in companies related to electronic industry of Thailand. Six hundred and fifty surveys were sent out in 32 manufacturing sector companies in Thailand based on the proportion of the number of theirs of departments. The information was collected through questionnaires which were provided to the reception office of every company, which was required to give to the managers that have been thinking about taking part in the research. A period of seven days was provided to complete the surveys, and also, afterward, the surveys had been gathered from the reception of the company. The 314 questionnaires have been obtained out of the absolute that established a 48.4 % rate of response. The construct of transformational leadership was measured by 7 items scale and construct of intent to stay with 3 items scale (Judeh & Abou-Moghli, 2019). The construct of organizational commitment was measured by 6 items scale (Wilkins, Butt, & Annabi, 2017). All the items were evaluated on a Likert scale of 5 from 1 (“not at all”) to 5 (“completely agree”).

#### **4. Data Analyses**

##### **4.1 Construct Reliability and Validity**

The construct reliability, as well as validity, is essential to set prior to evaluating the study design (Hair Jr, Sarstedt, Hopkins, & Kuppelwieser, 2014). Thus, to begin with, the convergent validity, as well as discriminant validity on the measurement design, were assessed. The measurement design of the research is explained in table 1. For that external design, all of the loadings had been above 0.5 that's necessary for setting up the reliability of all elements. Each construct has “Cronbach's alpha value,” i.e. greater than 0.70 and “average variance extracted (AVE)” is greater than 0.5 as well as “composite reliability (CR)” is higher than 0.60 which established the convergent validity on the research framework (Hair, Hult, Ringle, & Sarstedt, 2014).

Likewise, to make certain the “convergent validity” of internal design, all of the “standardized loadings” have been squared as well as divided by their overall quantity to have the AVE of higher order variables. In the “Fornell and Larcker criterion,” the diagonal values clearly show the square of AVE that has got to be bigger compared to the constructs' correlation with other variables as well as “Heterotrait Monotrait Criterion” values should be much less than 0.85 for setting the discriminant validity of research framework (Hair Jr, Hult, Ringle, & Sarstedt, 2017). Likewise, Table 2 and Table 3 revealed the outcomes of the “Fornell and Larcker criterion,” as well as the Heterotrait Monotrait Criterion, that has determined the discriminant validity of the construct.

Table 1: Measurement Model

Construct	Items	Loadings	Cronbach's Alpha	CR	AVE
<b>Transformational Leadership</b>	TL1	0.594	<b>0.796</b>	<b>0.851</b>	<b>0.552</b>
	TL2	0.595			
	TL3	0.708			
	TL4	0.663			
	TL5	0.73			
	TL6	0.741			
	TL7	0.656			
<b>Organizational Commitment</b>	OC1	0.724	<b>0.738</b>	<b>0.821</b>	<b>0.539</b>
	OC2	0.702			
	OC3	0.714			
	OC4	0.753			
	OC5	0.507			
	OC6	0.532			
<b>Intention to Stay</b>	IS1	0.744	<b>0.723</b>	<b>0.795</b>	<b>0.565</b>
	IS2	0.793			
	IS3	0.716			

Table 2: Fornell and Larcker Criterion for Discriminant Validity

	Intention to Stay	Organizational Commitment	Transformational Leadership
Intention to Stay	<b>0.752</b>		
Organizational Commitment	0.480	<b>0.763</b>	

<b>Transformational Leadership</b>	0.551	0.653	<b>0.772</b>
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Table 3: Heterotrait-Monotrait Criterion for Discriminant Validity

	<b>Intention to Stay</b>	<b>Organizational Commitment</b>	<b>Transformational Leadership</b>
<b>Intention to Stay</b>			
<b>Organizational Commitment</b>	0.679		
<b>Transformational Leadership</b>	0.765	0.739	

**Hypotheses Testing**

To be able to evaluate the hypotheses established in literature review section, the present study has applied PLS SEM by using SmartPls 3.0 software. The bootstrap procedure was used by applying blindfolding technique to evaluate the structural design of the study. The research framework is consisted of two endogenous variables, one is the mediator (i.e. OC and the other is the dependent variable of the study (i.e. IS). The model explains 43 percent variance in OC due to TL and 27 percent variance in IS due to exogenous variables of the study (that reflected in the values of coefficient of determination R<sup>2</sup>). Whereas, the value of Q<sup>2</sup> is 0.17 and 0.11 of OC and IS that established the predictive relevance of the research framework (Henseler, Ringle, & Sarstedt, 2012). Additionally, the end result of PLS bootstrap procedure which approves the substantial association of TL with OC with a beta value of 0.65, t-value of 15.5 and p-value < 0.05, and OC with IS with beta value of 0.48, t-value of 11.25 and p-value < 0.05. The results likewise verify the substantial indirect impact of the TL on IS through OC with a beta value of 0.31, t-value of 7.64 and p-value < 0.05). Thus, all of the hypotheses of the research are dependent on the outcomes of the PLS-SEM findings.

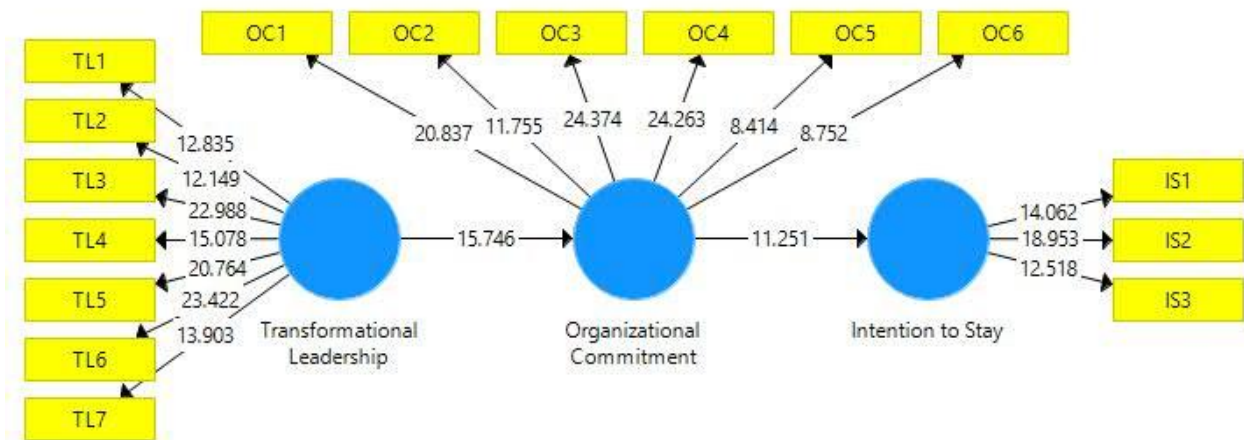


Figure 2: Estimations of Structural Model

Table 4: Hypotheses Results

Hypothesis	Beta	S.E	T Value	P Value	CI <sup>BCa</sup>		Decision
					Low	High	
TL -> OC	0.653	0.041	15.746	0.000	0.560	0.729	Supported
OC -> IS	0.480	0.043	11.251	0.000	0.378	0.556	Supported
TL-> OC -> IS	0.313	0.041	7.643	0.000	0.227	0.388	Supported

**Note:** TL = Transformational Leadership, OC = Organizational Commitment, IS = Intention to Stay

\* Significance level < 0.05

#### IV. Discussions and Conclusion

The goal of the research was examining the indirect and direct effect of TL, as seen by managers from electronic industry of Thailand, on intention to stay. To explore the indirect and direct effects of TL, this particular research assessed the association in between TL and employee intention to stay through mediation of organizational commitment. A structural path model had also been analyzed. Among the crucial findings in this research was the TL form of managers of electronic companies in Thailand a positive and direct effect on the intention to stay. Such results support hypothesis H1. Additionally, OC mediated the association of TL and intention to stay. This outcome is in line with prior studies and the suggested idea of the connection between TL employee stay motives, which includes OC and IS (Alatawi, 2017). The recommended principle suggests that managers with increased rating in TL attributes are much more apt to exhibit OC and less prone to intentionally leave their organization. Hardly any investigation has analyzed the effect of TL on individual stay motives in electronic industry. Particularly, it's really hard to look up some study which exams the mediating aspects between TL and the IS. The next core finding was the positive and direct effect of OC on the turnover IS of managers in Thai electronic industry. Thus, hypothesis H2 was supported and it is in line with prior study on & theories of the association between OC and IS (Ghosh, Satyawadi, Joshi, & Shadman, 2013) Finally, the study discovered the transformational leadership had good indirect effects on IS through OC. These outcomes were in line with a report which discovered a positive and direct effect of TL on OC (Yahaya & Ebrahim, 2016) To the best of authors' knowledge, this study was the only research study that evaluated TL and OC in electronic industry. Nevertheless, some other reports observed one on one associations between the leadership styles (including TL style) seen by employees and OC within the workplace (Eisenbach, Watson, & Pillai, 1999; Gumusluoglu & Ilsev, 2009; Vera & Crossan, 2004) Manager in Thai electronic companies have been regarded as transformational leaders and they had been much more prone to agree to their businesses than their counterparts. To summarize, the TL form of management had essential roles in workers' motives to stay with their present company. Put simply, in spite of the mediating role of OC, leadership styles were the best substantial predictor of employee intention to stay in this specific dataset. Thus, the findings in this particular research firmly support the theoretical framework on the relationship between TL and IS in Thai electronic companies.

#### Implications of the Study

The main finding of the present analysis stands out as the significance on the TL model in electronic companies. No matter the mediating aspects of organizational problems, TL regarding electronic companies enhances IS. The research suggests that employee intention to stay might be affected not just by their primary leaders/supervisors, but probably by their distant executives, for example middle managers. The majority of the prior studies analyzed the leadership types of primary supervisors or leaders as a predictor of intention to stay in electronic companies. Nevertheless, this particular research suggested that middle managers might also play an important part in enhancing or perhaps encouraging individual determination to their companies and/or employees' intentions to stay with the company. Additionally, this particular analysis

suggest that distant leaders are able to play a key part in creating work environments, like organizational climates and organizational cultures. Leadership research in kid welfare didn't seriously think about the crucial roles of distant frontrunners. Lately, the workforce held began focusing on the improvement of leadership competencies whatsoever company levels; this particular study supports these recent trends.

While electronic companies can't intervene in workers' individual elements, like age range, gender, and training, companies are able to take measures to better the problems of leadership models and workplace situations to avoid employees from leaving. Based on the analysis findings, organizational interventions could be undertaken to enhance worker dedication to the companies and prevent employees from thinking of giving up the companies of theirs. Although may be discovered through training, the TL concept proposes that leader actions & abilities are not innate qualities. Thus, electronic companies are able to engage in 2 methods to market TL styles. First, electronic businesses are able to employ leaders who demonstrate TL models and so they can easily create and use standards that reflect the 4 qualities of TL. Second, electronic businesses are able to offer current leaders with education concerning TL styles. The state where the present analysis was done has provided several leadership education sessions for the different leadership roles. Thus, the situation should be revisited and upgrade the curricula of its running programs by adding the 4 elements of TL. In specific, that design for each employee level is recommended by TL theorists. Thus, it's suggested the state encourage its electronic businesses to offer lessons on TL at the worker level.

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