

# Leadership Styles and Turnover Intentions of Public Sector Employees of Lahore (Pakistan): The Mediating Effect of Affective Commitment

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## Abstract

Towering unpleasant employee's turnover is a ubiquitous affair for both Private and Public sector organizations in today's world, which arose both immediate and roundabout expenses for the organizations. We did this research on the Public sector of Pakistan where the worker's turnover rate is swelling at a disturbing rate over the past two years. This research work was governed to find out and explore relationship among transformational leadership, Transactional leadership, affective Commitment and turnover Intention of the employees. Primarily, this research work anchors the mediating effect of affective commitment on the bond between transformational leadership, transactional leadership and turnover intention. We gathered 305 responses from the Govt. employees working in various public sector organizations by using survey method. Microsoft Excel and SPSS software used to examine the collected data. Results of the examination of gathered data showed direct impact of leadership styles on the turnover intentions and found partial mediation of affective commitment in the relationship of transactional Leadership style and turnover intentions and no mediation of affective commitment in the relationship of transformational leadership and turnover intentions of the employees of public sector, Lahore, Pakistan.

## Keywords

Transactional Leadership, Transformational Leadership, Affective Commitment, Turnover Intention

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## 1. Introduction

Employee turnover affair is the present day problem facing by both private and public sector organizations in Pakistan. Today's unpredictable and continuously changing economy conditions have made organizations to depend entirely on the leadership qualities of human resources to build and retain competitive advantage [1]. So controlled employee turnover and employee retention are key properties for organizations to increase the rate of business growth and achieve business sustainability [2].

The notions of transformational and transactional leadership were invented by Burn in his treatment of Political leadership

[3]. Conger and Kanango gave the contrast between transactional and transformational leadership concerning what leaders and followers supply to one another. Transformational leaders advance a motive or purpose that transcends short-term targets and stress on higher order intrinsic needs. On the other hand, Transactional leaders put stress on proper exchange of resources. If transformational leadership results in followers to spot the needs of the leader, Transactional leaders provide followers with something they want in exchange for doing something the leader wants [4].

Transformational leadership occurs when leaders enhance and elevate the interests of the followers or employees, when leaders make their followers to know and accept the objectives and mission of the organization, when leaders

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motivate their followers to put their self-interests behind the organization's interests. Transformational leader does so in one or more ways: he may be seen as charismatic person to his followers and thus motivates and inspires them to work hard. He may meet the emotional needs of all the employees or he may intellectually stimulate employees.

Transactional leadership occurs when leaders try to motivate their employees by providing them with something they want for their self-interest in return for fulfilling what the leaders want to be done by them. Hence, they put huge stress on satisfying the self-interest of those who do great work. In it, leaders get the stuff done by making and meeting the promises of rewards, recognitions, promotions and salary increase. By contrast, the leaders punish followers or employees who do not perform tasks up to the mark.

Human capital is key to support and sustain the businesses. High turnover caused the loss of vital knowledge, reduction in organization morale, efficiency and effectiveness. Prior researches have observed a strong bond between leadership styles and employee turnover. However, this research work specifically focuses on the mediating role of affective commitment on the relationship between leadership styles and employee turnover intention.

## 2. Literature Review

We explored the PsycINFO and Google Scholar from (2017 to 2018) using the keywords Transactional Leadership, Transformational Leadership, Affective Commitment and Turnover Intention. This search gave us around 79 articles and dissertations. We eliminated the theoretical and review articles without the data necessary to calculate the mediating role of affective commitment in the relationship between transformational leadership practices, transactional leadership practices and turnover intentions of the government employees. We also contacted the research center of Superior University, uncovering two additional studies. This combined effort gave us enough articles to achieve the purpose of this research.

### 2.1. Turnover and Turnover Intentions

The employee turnover is quantity of workers quit an organization before the end of employment contract [5]. Turnover can be classified as intentional or automatic, and functional or dysfunctional. The employees who seek for superior chance or slot in other organizations start the voluntary turnover [6]. On the other hand, involuntary turnover is due to the dismissal of employees by the organization for reasons like performance issues, layoff and separation [7]. When well skilled and talented employees leave the organization then it is called dysfunctional and

damaging turnover to the organizations [8]. Turnover is functional when organizations kick out the poor performers. Universally, turnover has been ended up being exorbitant and insidious to any firm [9].

Turnover intention is the deliberate desire of the employees to leave the organization within near future [10]. It is described as an individual's behavior aims to leave the organization [11]. According to Khan, Turnover Intention is a conclusion making process prior to a worker reach a decision to leave the job [12].

Researchers have observed that intentions to leave the job have a direct impact on the turnover decisions made by the employees [6]. According to previous studies, turnover intention is the forefather of the real employee turnover [6, 13, 14, 15].

Pinpointing and dealing with predecessors of the turnover intentions has appreciated as a productive way to lessen the actual employee turnover. Earlier studies have observed that both transformational and transactional leadership has a very strong impact of turnover intention [14-16]. Other variables like job satisfaction, job commitment, job performance, job commitment also influenced turnover intention [17, 18, 19]. According to Shim and Rizwan, the turnover problem for public sector needs to be answered because it extremely strikes the client care quality and better execution of organizational affairs [20-21].

### 2.2. Leadership

A common quotation says that employees give up on their jobs owing to bad leadership. It clearly expresses that how crucial is leadership for an organization to control dysfunctional employee turnover. Good leadership can develop and affirm a static and efficient work force. According to Riaz and Haider (2010), Good leadership leads organization towards effectiveness and better outcomes [22]. It is a crucial management instrument as leaders work through people to get the excellent outcome for the organization with adequate amount of inputs and resources. Leadership is a procedure of influencing others to do assignments to accomplish the objectives of the association [23]. Universally, leadership is taken as a relationship between leaders and followers while leadership styles are taken as ways of exercising this relation between leaders and followers [24]. In order to get the job done leaders need to provide right level of motivation, support, rewards and stimulation to adherents. In 1994, Bass and Avolio gave the full-scale theory of leadership, which consists of transformational leadership, transactional leadership, and laissez-fair leadership [25]. In this examination, we are taking just transformational administration and transactional

administration.

### 2.3. Transformational Leadership

Idea of transformational administration was initiated by Burns and converted into a leadership theory by Bass [3-26]. This theory states that leaders animate and motivate their follower to do what is required to be done. Mutual trust and mutual loyalty are the key factor of the bond between transactional leaders and followers [12]. Transformational leaders assist as change agents who form the vision of the organization, bring organizational problems into spotlight, fight the status quo, inspire and motivate followers to be creative in getting greatest potential [27]. Enthusiasm, vision, passion and energy are the characteristics of a transformational leader and these characteristics make followers to follow him or her for getting the shared vision of the organization.

Transformational leaders have concern for the betterment of the employees, give them coaching and mentoring which makes employees to keep the interest of the company ahead of their self-interests [46].

There are four constituents of transformational leadership [28].

1. Idealized Influence
2. Inspirational Motivation
3. Intellectual Stimulation
4. Individual Consideration

A leader is a transformational leader if he has any one or more of these four behaviors [29]. These four constituents of transformational leadership inspire followers to perform excellently for the organization [30]. Outcome of a meta-analysis disclosed that all the four constituents of transformational leadership have a direct bond with effectiveness of leader, organizational commitment and job satisfaction and have an indirect bond with turnover intention.

### 2.4. Transactional Leadership

It is a conventional way of leadership, which mainly emphasizes on cost and benefit exchange to do certain tasks that leads to the achievements of the organization's targets or goals [31]. As nowadays, change is ceaseless in the business or organization, which makes transactional leadership style less relevant for today organizations [32].

Demeanors of transactional leaders are directed at supervising and ascertaining followers through rational or economic means [26]. Transactional leaders provide contingent awards that could be any tangible or intangible

good, support, gift or resources to followers in exchange for the good work that they have done. Transactional leaders take restorative actions only when needed. They simply just set some norms and supervise deflection from these norms. Sometimes transactional leaders use passive approach means they only interfere when problems becomes severe.

### 2.5. Affective Commitment

Affective Commitment is an element of Organizational Commitment, which is an explainable ingredient in employee's behavior at job. Human resource management has given great attention and value to this factor [33]. The most well-known and adduced definition of organizational commitment has been given by Allen and Meyer in 1990 which states that Organizational commitment is a mental state that keeps employees constipate with organization [34]. Through organizational commitment, an employee attaches and identifies himself to a certain organization. Therefore, if an employee is able to do that he or she will have greater organizational commitment and lowermost turnover intention.

Previous research conclusions have shown very high correlation between organizational commitment and turnover intention which clearly indicated that committed workers are less likely to leave the organization and are more comfortable to change [34, 47, 48].

According to the definition of organizational commitment, there are three constituents of organizational commitment Affective, normative and continuance [34]. For this study, we are taking organizational commitment as Affective commitment, which refers to the level of mental attachment that an employee has though feelings such as loyalty, affection, etc.

In other words, we can define Affective commitment as an employee's willingness to work within or for an organization. For an organization to be efficient, effective, good, generative and productive, it requires employees who want to work for and stay with organization by full heart to achieve organization targets. Workers having affective commitment are more committed and devoted, as they are more down towards staying with the organization [35]. There is a great behavioral correlation between affective commitment and turnover attention that is why model proposed by Allen and Meyer receives great attention in management affairs and research [34].

## 3. Methodology

This explicates the research method followed to accomplish the purpose of this study. It lets in rationale of the study,

research –problem, objectives of the study, hypothesis of the study, data source, research approach, research methodology, research instrument, sampling method, sampling size and Data Collection.

### 3.1. Rationale of the Study

This study is mainly dig into the turnover intention model to explore stimulates of turnover intention of the workers in the public sector of Pakistan. The very first turnover framework was built up by March and Simon [36]. Which was entirely inspired by the organizational equilibrium theory. This model led up to the development of two turnover models recently by Mobley and Price-Mueller [12]. The cognitive process of the turnover intentions initiates with the mental evaluation of the leadership existing at the workplace. As it is perspicuous, that leadership is a strong factor that has the power to effect and mold the turnover intention of the individuals. Transformational leaders are tend to inspire, motivate and reward their workers to get the high level of performance from them. A recent investigation has revealed that transformational leadership is a vital factor to develop mutual faith, confidence, trust and loyalty in the organization [12]. Therefore, it could affect the turnover intention of the employees. On the other hand, we have transactional leadership, which plays with cost and benefit principle to achieve high level of performance. It could also directly influence the turnover intention of the employees.

### 3.2. Research Problem

There is a good deal of literature present on the subject – how different leadership styles affect the turnover intention of the employees. However, there is very little literature available regarding the mediating effect of career commitment and affective commitment on the bond or relationship that is present between transactional leadership and turnover intention, and transformational leadership and employee turnover intention. This study completely focuses on the mediating effect of the affective commitment of the employees on the bond present between leadership styles and turnover intention. The primary objective of this study is to find out the leadership styles that is being followed by leaders of the public sector of Pakistan how it affects the turnover intention of the employees and how employee’s affective commitment mediate that affect.

### 3.3. Objectives of Study

1. To study the leadership styles of leaders of the public sector of Pakistan.
2. To study the bond that exists between leadership styles and turnover intention of the employees working in the public sector of Pakistan.

3. To study the bond that exists between leadership styles and affective commitment of the employees working in the public sector of Pakistan.

4. To study the mediating role of affective commitment on the bond present between leadership styles and turnover intention of the public sector employees of Pakistan.

### 3.4. Hypotheses Development

This Study explored relationship between leadership styles and turnover intention of employees. In addition, affective commitment of the employees was brought in as mediating variables to investigate if these two factors have any intervening impact on the bond between leadership styles and turnover intention. Figure 1 portrayed a conceptual framework. This structural model of turnover intention was deployed to examine the following hypotheses:

H1: There is a noteworthy negative bond between transformational leadership and Turnover intention.

H2: There is a noteworthy positive bond between transactional leadership and turnover intention.

H3: There is a mediating effect of affective commitment in the relationship between transformational leadership and turnover intention.

H4: There is a mediating effect of affective commitment in the relationship between transactional leadership and turnover intention.

### 3.5. Research Framework

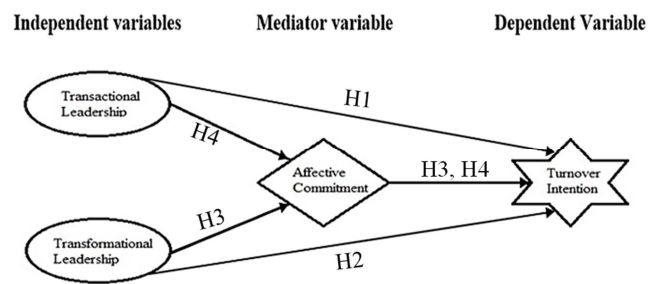


Figure 1. Framework.

### 3.6. Research Approach

We used the survey approach to gather the descriptive information. Structured survey with formal lists of direct questions was carried out among the respondents. Usually, this survey-based approach is used to gather data for various kind of studies. This approach has many advantages like quick collection of data and low cost as compared to other observation and experimental methods.

### 3.7. Research Instrument

The instrument that is used for the collection of data is a

closed ended questionnaire. The questionnaire is parted specifically into five different sections i.e. A) transactional leadership, B) transformational leadership, C) affective commitment, D) turnover intention and E) Demographic information of the respondents. The demographic information section garnered data for four items i.e. gender, age, sector and tenure of status (Experience). Sectional A and B both contain seven questions that has been taken from Multifactor leadership Questionnaire (MLQ) and used to assess the transactional and transformational leadership styles. Transactional leadership style was assessed by three elements: (i) Contingent Reward (ii) Management by Exception (passive) (iii) Management by Exception (Active). Transformational leadership style is assessed by four elements: (i) Idealized Influence (behavior), (ii) Inspirational Motivation, (iii) Individual Consideration, (iv) Intellectual Stimulation.

Section C contains six questions and used to assess the affective commitment of the employees, Similarly Section D contains three questions that has been taken from Mobley (1978) and used to assess the turnover intention of the public sector employees [37]. 5-point liker scale used ranging from 1= strongly disagree to 5= strongly agree for all the questions.

### 3.8. Population

This study has exhaustible population and it consists of the employees working in the various public organization in Lahore (Pakistan). The study focused employees working on different dimensional levels, including both managerial and non-managerial level employees.

### 3.9. Sampling

The Simple random probability sampling method was used which is also known as Nth name selection technique to select the sample. This method gives each element in the population equal chances of selection.

### 3.10. Sample Size

A sample of 305 employees from the public sector is taken

for the given research study.

## 4. Results and Analysis

Table 1. Demographics.

Category	Classification (Yrs)	Frequency	Percentage (%)
Age	20-25	66	21.6
	26-30	33	10.8
	31-35	113	37.0
	36-40	16	5.2
	41-45	7	2.3
	46-50	18	5.9
	51 and above	52	17.0
Gender	Male	184	60.3
	Female	121	39.7
Total Experience	<1	15	4.9
	>1-2	38	12.5
	>2-3	34	11.1
	>3-4	14	4.6
	>4-5	7	2.3
	>5-6	16	5.2
	>6-7	68	22.3
	>7 years	113	37.0

Table 1 sum-ups the demographic information about the gender, age and experience status of the respondents. We amassed 305 responses from the employees of different public departments such as Pakistan Post, Pakistan Railways, and Education. Out of which 60.3% are male and 39.7% are female. Most of the respondents are between 31 to 35 ages having working experience of more than 7 years (37.0%).

Table 2. Descriptive Statistics for Leadership Styles.

	N	Mean	Std. Deviation
TFL	305	3.0041	.95026
TL	305	2.9681	.91086
TI	305	3.1377	.99596

Table 2 displays the descriptive statistical measurements for the leadership styles and clearly demonstrates that transformational leadership style has scored higher having mean of 3.00 between two leadership styles.

Table 3. Correlations.

		TL	TFL	AC	TI
TL	Pearson Correlation	1	-.756**	-.696**	.721**
	Sig. (2-tailed)		.000	.000	.000
	N	305	305	305	305
TFL	Pearson Correlation	-.756**	1	.822**	-.738**
	Sig. (2-tailed)	.000		.000	.000
	N	305	305	305	305
AC	Pearson Correlation	-.696**	.822**	1	-.633**
	Sig. (2-tailed)	.000	.000		.000
	N	305	305	305	305
TI	Pearson Correlation	.721**	-.738**	-.633**	1

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

Table 3 shows the results, which suggest that there is strong connection or association between Turnover Intention and Transactional Leadership style, .721\*\*, strong negative association between Turnover Intention and Transformational leadership style, -.738\*\* and strong negative association

between Turnover Intention and Affective commitment of the employees, -.633\*\*. The second value of all correlation outcomes designates that these outcome is statistically significant, .000, which implies that it is unconvincing, that the outcomes are due to chances.

**Table 4.** Multiple Regression Analysis between Leadership Styles and Turnover Intention.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F Change	Sig. F Change
1	.779 <sup>a</sup>	.606	.604	.62697	232.55	.000

a. Predictors: (Constant), TL, TFL

**Table 5.** ANOVA<sup>a</sup>.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	182.835	2	91.417	232.557	.000 <sup>b</sup>
	Residual	118.715	302	.393		
Total		301.550	304			

a. Dependent Variable: TI

b. Predictors: (Constant), TL, TFL

**Table 6.** Coefficients<sup>a</sup>.

Model		Unstandardized Coefficients		Standardized Coefficients		T	Sig.
		B	Std. Error	Beta			
1	(Constant)	3.321	0.332	1		9.99	.000
	TFL	-0.472	0.058	-0.45		-8.163	.000
	TL	0.416	0.06	0.38		6.888	.000

a. Dependent Variable: TI

To Evaluate H1 and H2, The multiple regression analysis has been used. Tables 4 and 6 depicted the outcome of multiple regression analysis between both transactional, transformational leadership styles and Turnover intention of the. The Outcome expressed the value of R square (coefficient of determination) is .606, indicating strong influence of both leadership styles on turnover intention of the employees. Beta values for Transactional Leadership and Transformational leadership are .416 and -.472 repeatedly, which means that if there will a change of one unit in transactional leadership then it will bring the change of .416 in Turnover intentions of the employees. It shows direct relation between Transactional leadership and Turnover

Intentions. If there will be a change of one unit in transformational leadership then it will bring the change of -.472 showing the inverse relation between them. In Table 5 the value of F is 232.557 (much greater than 5) with the value or P=.000 indicating that the model is fit and significant for this study.

On the Basis of above analysis, which clearly states that, there exist a negative bond between transformational leadership and turnover intention, and a positive bond between transactional leadership and turnover intention of the employees. Therefore, both H1 and H2 are endorsed.

**Table 7.** Model with AC as mediator between TFL and TI.

Path	Relation	Path Coefficient	Observed T Statistics	Significant Level	Remarks
a	TF → AC	.8083	25.1337	.0000	Significant
b	AC → TI	-.0852	-1.1748	.0000	Significant
c	TF → TI	-.7734	-19.0304	.0000	Significant
c'	TF → AC → TI	-.0689		BootLLCI= -.1900 BootULCI= 0.689	Insignificant

**Table 8.** Model with AC as mediator between TL and TI.

Path	Relation	Path Coefficient	Observed T Statistics	Significant Level	Remarks
a	TL → AC	-.7139	-16.87	.0000	Significant
b	AC → TI	-.2706	-4.74	.0000	Significant
c	TL → TI	.7881	18.10	.0000	Significant
c'	TL → AC → TI	.1932		BootLLCI=.0923 BootULCI=.2821	Significant

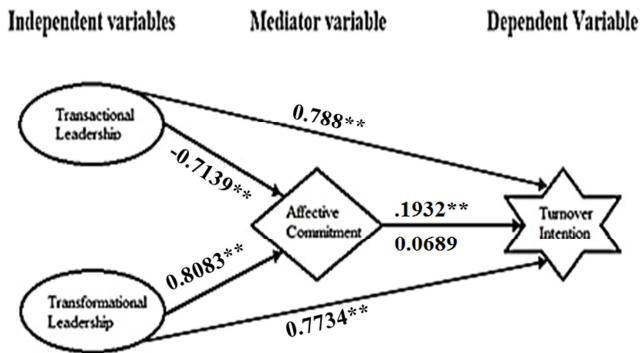


Figure 2. The Main Effect Model, Affective Commitment as Mediator.

According to Baron and Kenny, there are three requirements that must be fulfilled for the support of Mediation [38].

1. There must be a substantial association between Mediator and Independent variables, here in this study between Affective commitment of employees and Leadership Styles.
2. There must be a significant direct relationship between the independent variables and dependent variables, here in this study between Turnover intentions and leadership styles.
3. When the mediator came into play, its value of Beta should be significant, while the value of B for the forecasters variables should be reduced by a significant amount. For the existence of full mediation, the relationship between independent and dependent variables should never be substantial in step 2.

Table 7 above shows the results for the mediation of Affective commitment between Transformational Leadership Style and Turnover Intention. The Result Shows that the first two conditions that are required for the existence of mediation do exist. However, when the mediating variable came in, results found that its beta (0.0689) is not significant and the value of Beta for the independent variables remained significant. According to the results the third condition of the mediation is not found met in this case, therefore there is not mediating effect of Affective Commitment present between transformational leadership and Turnover intention of the employees resulting in the rejection of H3.

Table 8 above shows the mediation of Affective commitment between Transactional Leadership Style and Turnover intention. The outcome shows that all the three conditions for the mediation are fulfilled. The Betas of Path A, B, C and C' are -.7139, -.2706, .7881, and .1932. All of these Betas are Significant indicating that there is a partial mediation of Affecting Commitment between Transactional Leadership and Turnover Intention of the Employees

## 5. Discussion

The determinations of this study designates that there is significant relationship between both leadership styles (Transactional & Transformational) and Turnover intention of the public sector employees. Coherent with the developed hypothesis, the findings of this study showed significant negative influence of transformational leadership style on the turnover intention of the employees and a significant positive influence of transactional leadership on the turnover intention of the employees of public sector of Pakistan. In other words, transformational leadership is reducing the turnover intention and transactional leadership is increasing the turnover intention of the employees. In addition, this Study has found that the transformational leadership does not indirectly affect Turnover intention through the affective commitment (Mediator). Only a direct inverse effect of transformational leadership on turnover intention has been found. So, no mediating effect of affective commitment has been found in the relationship between transformational and turnover intention. This result is accordance with the previous study Alicia Jia Ping Lim, Josua Teck khun Loo and Pey Huey on impact of leadership on turnover intention with the mediating role of organizational commitment and job satisfaction discovered that the organization commitment does not show any mediation in the relationship between transformation leadership and turnover intention of the employees [39]. This study has discovered the turnover intention is influenced indirectly by the transactional leadership through the mediating variable, affective commitment. The Turnover intention has correlates negatively with the affective commitment of the employees while positively correlates with the transactional leadership. Therefore, higher degree of transactional leadership will results in lower degree of affective commitment of the employees, which in turn will increase the turnover intention of the employees.

These findings are aligned with Dupre and Day (2007) research, which discovered that there is a negative relationship exists between factors of supportive management and turnover intention in the presence of mediating effect of job satisfaction [40]. Similarly, another study has ascertained transformational leadership as a key factor of boiling down the turnover intention of the employees [41]. The study done by Martin and Epitropaki found a contrary relationship between the transformational leadership and turnover intentions of the employees of commercial and profit centered businesses [41]. The study done by Bycio in the nursing profession, found that higher degree the

transformational leadership is related to the lower degree of turnover intention of the employees.

These results also affirm the study Hamstra *et al.* (2011) which argued that transformational leadership is negatively related to the turnover intention of the promotion-centered employees [42]. Moreover, Pieterse-Landman (2012) did a non-experimental quantitative research with sample data of 185 managers of the manufacturing industries of South Africa. As a result of this research, discovered the negative influence of transformational leadership on the turnover intention [43]. A study by Hughes (2010) on leaderships, job search behavior and intention to quit showed that transformational leadership styles shared a negative relationship with quitting intention of the employees [44]. The findings of the study are supportive to many other key studies e.g. an exploratory study done to investigate the relationship between leadership styles and turnover intention among teachers of a community college in Malaysia found the negative influence of transformational leadership on the turnover intention [45]. Another important study guided by Gul to examine the relationship between leadership styles, organizational commitment and turnover intention revealed that there was an inverse but insignificant relationship exists between Transformation leadership style and turnover intention of the employees. A study conducted by Wells and Peachey (2011) conducted to understand the relationship between leadership styles, voluntary turnover intention and satisfaction with leaders with the sample data of 200 participants from National Collegiate Athletic Association Division I softball and volleyball assistant coaches in the USA discovered the negative relationship between transformational and turnover intention [8].

As, this study have found that transactional leadership style has a direct relationship between intention of quitting of employees. Which is may be due to the culture of the public sector of Pakistan. The employees of the public sector of the Pakistan very rarely get rewards and appreciation for their work even if they get it is not a valuable thing for them, therefore they don't find a leadership style useful that tries to get the work done by giving contingent awards. So, that might be a reason for positive relationship between transactional leadership and turnover intention of the employees that we have found in this study. Same Reason can justify the negative correlation between affective commitment and transactional leadership.

## 6. Conclusion

Leadership is the most vital factor in the management of the employees. It is apparent that in the modern day businesses there is a high competition and rapid technological changes,

more importantly, the employees have become more sensible, sensitive and aware of the working environments. Therefore, it is the requirement of the employees that the leaders pay full attention to their growth and career development plans. Moreover, the employees want to work for leaders or organization that helps them to satisfy their personal needs. In the context of a developing country like Pakistan, the research on leadership styles and turnover intention is very vital because these researches guide the management of organizations to handle the human resources as a key factor to success.

The human resources of an organization provide a competitive advantage to the organization. Therefore, people living the organization pose severe challenges to the organization. There should be a regular and careful interrogation of the predecessors of turnover and of how to mitigate this phenomenon. By the results of this study, we can conclude and recommend that the Public sector organization should employ transformational leadership behavior as an effective tool to decrease the turnover intention and turnover rate in the public sector. The management team of public sector should make up the strategies and activities that can promote transformation leadership in the sector, because of this there will be higher level of trust and confidence will develop among employees and will reduce the turnover intention of the employees. Because employees are not willing to leave the organizations, in which they work if they love their jobs and leaders. All in All, this study suggest that the transactional leadership reduces the affective commitment of the employees and increases the turnover intention of the employees and transformational leadership styles is the one that employees are demanding which significantly improves the employees affective commitment of the employees and significantly reduces the turnover intention of the employees of public sector.

## 7. Theoretical Contribution

I did not find any case in previous literature that specifically studies the mediating effect of affective commitment of the employees in the relationship between leadership styles and turnover intention in the same conceptual model. This research has been done for only the public sector of the Lahore (Pakistan). This research has demonstrated that the affective commitment partially mediate the relationship between transactional leadership and turnover intention of the employees of public sector, however the affective commitment dose not mediate the relationship between transformational leadership and turnover intention of the employees. There is a significant direct positive correlation



exists between Transformational Leadership and affective Commitment, and significant indirect correlation exists between transformational leadership and turnover intention. There is a significant indirect correlation exists between transactional leadership and affective commitment of the employees and significant direct correlation exists between transactional leadership and turnover intention of the employees.

## 8. Limitation and Future Directions

This research has been carried out in the presence of several limitations. Due to the shortage of time this study has used cross sectional design, which presents that the data has been collected by the population at the single point of time and being investigated, ignoring the time sequence of the variables, which made it impossible to understand the causality. Small geographic and the size of the population has been used for study that may affect the degree of the generalization of the outcomes of the results.

The study focused only on the transactional and transformational leadership, ignored the other kinds of leadership such as Laissez-faire leadership, and shared leadership styles. These types of leadership behaviors may also affect turnover intention of the employees. The Impact of the variables of this study may be different in different organization context. The model that has been used in this study may not include all the variables that influence the turnover intention of the employees. A future study may be done with large population and other sampling techniques. As, in this study the population size is small, in order to get more concrete outcomes data should be collected from a large population. The future study should examine other factors with turnover intention.

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