

## IMPACT OF TRANSFORMATIONAL LEADERSHIP STYLES ON TURNOVER INTENTION: EVIDENCE FROM BANKING SECTOR OF SINDH, PAKISTAN

DODO KHAN ALIAS KHALID MALOKANI<sup>1</sup>, SHOAIB AHMED WAGAN<sup>2</sup>, QAMARUDDIN MAHAR<sup>3</sup>, SHAZIA KAZI<sup>4</sup>, KINZA YOUSFANI<sup>5</sup>, VIVAKE ANAND<sup>6</sup>

Department of Management Sciences, Isra University Hyderabad, Pakistan<sup>1</sup>

Department of Management Sciences, Isra University, Hyderabad, Pakistan<sup>2</sup>

Department of Management Sciences, Isra University, Hyderabad, Pakistan<sup>3</sup>

Department of Management Sciences, Isra University, Hyderabad, Pakistan<sup>4</sup>

Department of Management Sciences, Isra University, Hyderabad, Pakistan<sup>5</sup>

Department of Management Sciences, Isra University, Hyderabad, Pakistan<sup>6</sup>

Email: khalidhussain4669@gmail.com<sup>1</sup>, shoaib.ahmed@isra.edu.pk<sup>2</sup> (corresponding author), qamaruddin.mahar@isra.edu.pk<sup>3</sup>, shaziask81@gmail.com<sup>4</sup>, kinzayousfani@gmail.com<sup>5</sup>, vivake.anand@isra.edu.pk<sup>6</sup>

### Abstract

*This research examines the impact of transformation styles dimensions on employees' intention to quit the positions from the banking sector business in Sindh, Pakistan. This research uses the Transformational Theory of Leadership to examine the impact of leaders' behaviours on employees' intentions to leave the current positions or the organisations as a whole. This research employs data collected through convenience sampling method from the subordinated staff employees working in banking sector of province of Sindh, Pakistan, uses structural equation modelling analysis to examine the associations between dependent and independent variables. The research findings indicate a substantial relationship between transformative leadership towards intentions to depart the organization also indicated that idealized influence proved non-significant, whereas inspirational motivation, intellectual stimulation, individual consideration show significant and strong negative affect on the turnover intention among employees. Transformational leaders cultivate a favourable work milieu by facilitating employee empowerment, motivation, providing individualized support, establishing a collective sense of purpose. This phenomenon decreases the likelihood of workers' inclination to resign from their positions in the banking industry. This research contributes to the existing literature by applying the Transformational Theory of Leadership to the banking sector of Sindh, Pakistan. This research contributes to the existing body of knowledge by examining the impact of transformation leadership dimensions' practice on workers' intentions to remain in or depart from the current employment. It enhances our understanding of how leadership behaviours might influence employees' decision-making processes about job retention. The findings of this study provide valuable insights for both researchers' practitioners, serving as a foundation for further investigation into the impact of transformational leadership on workers' intentions to quit their positions within the banking sector of Sindh, Pakistan.*

**Keywords:** Idealized Influence; Inspirational Motivation; Intellectual Stimulation; Individual Consideration; Turnover intention; Banking sector.

### INTRODUCTION

The global market is competitive, with organizations fighting for the best workers (Lee et al., 2019; Kariuki Marian, 2015). People with skills often have more job choices are sought after by more than one organization. Because of this, it is hard for companies to keep such best employees. The things that workers expect had given value are changed over time. Employees wanted more than just money; these employees wanted an excellent workplace, maximum chances to learn grow, a good mix between work life, a sense of meaning in the job (Stone et al., 2020; Khan, 2017). Organizations, that meet these standards might retain their workers to rivals. Engaging employees



is a vital part of keeping them in the same organization. When workers do not feel tied to the work or are not motivated, such workers are likelier to look for work elsewhere in any other organization (Al Shaher Zreik, 2022; Tse, et al., 2013). The domain literature revealed that the most significant barrier for most of the workers had been high turnover (Jang Kampully, 2018). Organizations that do not put employee participation first do not make the workplace a happy welcoming place may find it hard to keep the employees in an organization. Today's workers value the chance to learn and move up. They may leave an organization for better job opportunities if they think their work chances are not good (Akkermans et al., 2020; Bryer, 2019). To keep good workers, companies need to show the clear job paths, also given chances to improve personal skills give regular comments on their work (Sánchez-Hernández et al., 2019; Nemanich Keller, 2007).

Influential leaders talk to organizational workers openly honestly. Such leaders ensure everyone knows, what is expected of these employees, shared information about the organization's direction, had included workers in decision-making (Saxena et al., 2021; Hoch et al., 2018). Clear communication builds trust lowers doubt, makes people less likely showing will to leave the current job. To keep good workers, companies need to show the clear job paths, also given chances to improve personal skills give regular comments on their work (Sánchez-Hernández et al., 2019; Nemanich Keller, 2007). Instead of influencing the team members in traditional ways, transformational leaders showed "vision" in stressed atmosphere and had provided direction in all circumstances (Khan, 2017; Thomas, 2017; Wang, 2014).

Transformation leaders also helped employees through giving advices, tools, chances to grow in current organization. Organizational workers, more likely to be happy at work less likely to think about quitting the current job in the same organization, if the employees felt valued supported by the bosses of the current organization. Leaders are responsible for finding and also developing the best people in the organization (Sharma et al., 2019). Transformation leaders can allow the workers to learn new things, improve the skills, make advancement in careers. Employees are likelier to stay with an organization, if can see a clear way or path of growth progress. Employees need regular reviews control of their success to grow, to be engaged in the current organization (Dedit Nikmah, 2020).

Leaders such that given employees' helpful comments, praised employees' successes, help them set important goals make the workers happier, less likely to quit. It is crucial to remember that various types of leadership might had quite different effects on the turnover intention (Dziuba et al., 2020). To keep employees with the same organization, leaders shown transformational leadership traits like exciting vision, helpful behaviour, individual care, more likely to have a good effect on the turnover intention of the employees. Ultimately, leadership significantly affects employees' plans to leave the current jobs because they can make the workplace a good place to be, offered supported praised, and encouraged growth development, encouraged a good work-life balance (Chung et al., 2021), whenever workers feel appreciated, involved, linked to their leaders the organization, such employees are more likely to stay committed loyal, lowering the likelihood of leaving (Gumasing Ilo, 2023).

Mumtaz and Hasan, (2018), found that in Pakistani perspective specially and in Asian perspective partially the banking industry is facing the problem of high job turnover of employees. Transformation specimen of leadership is a leadership that can help lower the turnover intention in the employees of Pakistani banking industry (Song et al., 2022). Transformational leaders encourage push the workers to do better work grow as skillful talented people. Transformational bank leaders can motivate the workers, giving them a clear vision set of goals (Alrowwad et al., 2020). Transformation leaders give subordinates a feeling of purpose get people excited about the goal of the group. When workers are motivated on board with the goal, they are more likely to stay with the organization are less likely to feel the want of leaving the current organization. Transformational leaders in banks knew that each of the workers has different needs, skills, goals (Almohtaseb et al., 2021). Transformation leaders give each person personalized help, guidance, chances to grow in the career. Transformational leaders can make the subordinates more loyal less likely to leave by genuinely caring about personal professional growth of these employees.



Transformational leaders push their workers to be creative, develop new ideas, think critically (Santoso et al., 2022). Such leaders question the status quo, encourage people to solve problems, offer chances to learn grow. When workers are mentally challenged, such workers are more likely to be involved happy with their jobs, that makes them less likely to want to leave (Khanal et al., 2020). Transformational leaders show their workers how to do their jobs. Transformation leaders have high moral stands, are honest, act professionally. Employees trust, respect, admire such leaders because of, how they act. When workers see the leaders as good examples, they are more likely to feel loyal as well as committed towards the company, which makes them less likely to left (Clack, 2021).

The personal probability estimation of a worker intended to leave the organization soon on permanent basis is referred to as the intent to turnover. The turnover intention is an employees' intention to change present employer, there occurred a reliable correlation between turnover and turnover intention (Fukui, et al., 2020; Khatri, et al., 2001). Further more, Zhang, et al., (2021) explained about turnover intention, that it is a psychological desire to leave an organization or a job, could be a good predictor of voluntary turnover among employees.

Even though the intention to exit is a significant indicator of actually leaving, not much research has been done on how the different factors of transformational leadership, such as idealized influence, inspirational motivation, intellectual stimulation, individual considerations' practices affect the level of intention to leave the current job among the subordinate staff employees in a local private sector banking context. No study shows a link between the four dimensions of transformational leadership the desire of subordinate staff employees working in Sindh's local private banks to leave their current job.

### OBJECTIVES OF THE STUDY

The current study has the following objectives:

1. To identify the relationship between practice of idealized influence and turnover intention among subordinate employees in local private banking sector of Sindh, Pakistan.
2. To identify the relationship between practice of inspirational motivation and turnover intention among subordinate employees in local private banking sector of Sindh, Pakistan.
3. To identify the relationship between practice of intellectual stimulation and turnover intention among subordinate employees in local private banking sector of Sindh, Pakistan.
4. To identify the relationship between practice of individual consideration and turnover intention among subordinate employees in local private banking sector of Sindh, Pakistan.

### RESEARCH MODEL

Research Model on practice of four dimensions of transformational leadership style and impact on turnover intention of the subordinate staff employees of local private sector banks of Sindh.

#### Transformational Leadership Dimensions

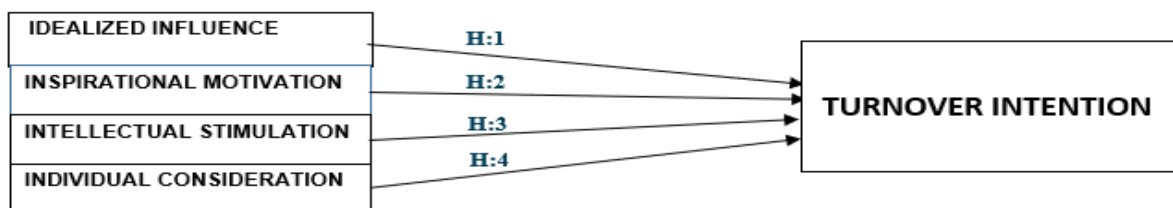


Figure 1: Research Model

Literature review and Hypothesis Development  
Theoretical framework



In the banking industry of Sindh, Pakistan, transformational leadership styles affect employees' plans to leave. The transformational theory of leadership is a valuable way to understand the connection between leadership and employee loss (Lin et al., 2020). Transformational leaders in the banking sector of Sindh, Pakistan, can significantly affect employee's plans to leave the current jobs by being attractive setting an excellent example for those employees following them. When leaders are seen as trustworthy, honest, having high moral standards, workers are more likely to become loyal committed to the company, lowering the likelihood of leaving (Srimulyani Hermanto, 2022). Motivation through inspiration: Transformational leaders in banking can set a goal for the company motivate their workers to work towards it. Leading by sharing an inspiring vision goals can give workers a sense of purpose excite them about their work (Plachy Smunt, 2022). When workers are inspired driven, they are less likely to want to leave the organization. Transformational leaders encourage workers to think critically, be creative, develop new ideas. Sindh, Pakistan's banking industry can be more engaged, happier with their jobs if leaders urge workers to think outside the box, question the status quo, take advantage of chances to learn grow. This makes workers feel mentally inspired as well as satisfied with the current job, making them less likely to leave (Al-Suraihi et al., 2021). Transformational leaders in the banking industry can make workers less likely to leave by giving each one of them personalized support care. Leaders can make the workplace more helpful by understand each employee's unique needs, skills, goals. Workers are less likely to want to leave the present jobs if felt respected, encouraged, allowed to grow (Gabriel Aguinis, 2022).

According to the transformational leadership theory, leaders who act in transformational ways can make employees less likely to leave their jobs in Sindh, Pakistan's banking industry. Transformational leaders can create a good work environment that keeps employees longer by encouraging loyalty, connecting workers with an appealing goal, encouraging intellectual growth, giving each employee personal support.

## HYPOTHESIS DEVELOPMENT

### **Idealized influence**

Idealized influence, a part of transformation leadership, can affect the turnover intention of employees regarding the present job (Raman et al., 2020). Idealized influences' practice showed leaders are attractive act in such a way that others want to follow such leaders. This makes people to trust the leaders wanted to be like them. When leaders showed that they are honest, trustworthy, skilled, employees worked under them, began to trust believe in them (Höddinghaus et al., 2021). Langat et al., (2019), explained about such leaders assisted employees and had assumed as paradigm, earned respect, and such employees working under ideally influenced leader are expected to perform well. There is a greater chance that employees will be loyal towards the current organization, if they think their bosses are trustworthy (Gupta et al., 2022). This loyalty makes employees' less likely to leave a organization they trust believe in, so they are less likely to leave. Commitment to organizational goals: Ideally, leaders should set a good example by living up to the organization's beliefs goals (Mansaray, 2019). Leaders who constantly support the organization's purpose vision are likelier to get their workers to support these goals. This connection makes them more committed to the company, which lowers their desire to leave. In a study of Alkarabsheh et al., (2022), the findings showed transformational leadership style's idealized influence had negative relationship with turnover intention in public hospitals of Jordan. In another study, transformational leadership significantly predicted staff retention and reduced rate of turnover through idealized influence (Kariuki, 2022). It is important to remember that the imagined effect on the turnover intention can be changed by many things, including the general culture of the company, the quality of the relationships between leaders followers, how well leaders' actions match the goals ideals of their workers (Strathern, 2023; Rappleye, 2020).

It is also possible for imagined influence to work better or worse based on worker's differences (Nazareno Schiff, 2021). Attractive leaders may more easily sway some people, while others may experience less change. Leaders such that showed idealized influence can make



followers less likely to leave by building trust, loyalty, commitment, association, emotional bonds (Diko Saxena, 2023). All these things make the workplace a better place helped in keeping the existing employees. In this regard following alternative hypothesis is recommended:

*H1: Idealized influence has negative and significant impact on turnover intention among subordinate employees in banking sector of Sindh, Pakistan.*

#### **Inspirational motivation**

As a part of the dynamic leadership theory, the inspirational drive can affect the turnover intention of an employees' regarding the job (Wijayati et al., 2022). When leaders can inspire encourage employees working under their supervision by giving them a clear vision set of goals, this is called inspirational motivation. Inspirational motivation had inversely affected turnover intention (Ohunakin, et al., 2019). Inspirationally driven leaders also provided an example through personal dedication to an organization's goals and been connected with followers, along with increased trust and follower's loyalty towards the organisation even in difficult conditions (Donald, 2017). Inspirational motivation significantly and positively influenced employees' turnover intention and innovative behaviour (Gabriel, et al., 2022). Characteristics of transformational style including inspirational motivation and their intent to leave the current organization; the elements of transformational leadership also significantly impacted the intent to leave the schools (Ali and Ahmad, 2021).

Transformational leaders not only motivate but also inspired others, had shared a clear appealing goal for the company (Gaviria-Rivera Lopez-Zapata, 2019). Such leaders explain the goals aims in a way that makes sense for workers regarding their beliefs goals. The workers knew realize, why they are doing the jobs how they fit into the bigger picture, such employees are more likely to be personally motivated feel fulfilled. Employees feeling that their work has a reason meaning are less likely want to left the company, because they found it more meaningful (Madigan Kim, 2021). Employees follow such leaders, motivating inspiring them to do better work. This is known inspirational motivation. Leaders can make the workers more motivated involved through giving them challenges, having high standards supporting, encouraging the employees (Kitsios Kamariotou, 2021). The workers interested driven towards their jobs, are more likely to be happy with the existing jobs less likely showed the will to quit. A company's culture shaped by inspirational leaders, created a good exciting work environment through out the organization (Metwally et al., 2019). They promote the act of working together, honest talking, new ideas. This good attitude makes employees happy feels like belonged to eachother deeply, making them less likely to leave. Leaders acquired had shown the inspiring motivation can lower the likelihood that the employees will leave by giving them an appealing vision, getting them more involved motivated, encouraging commitment loyalty, making the workplace pleasing. These things make the workplace more rewarding meaningful, making workers less likely to look for work elsewhere (Fine et al., 2020).

*H2: Inspirational motivation has negative significant impact on turnover intention in banking sector of Sindh, Pakistan.*

#### **Intellectual stimulation**

Intellectual excitement, the dimension of transformational leadership occurred, when leaders get their people creative, develop new ideas, think critically (Riva et al., 2021). When leaders encourage intellectual growth, they give their workers chance to think critically, solve problems, develop new ideas. This setting fosters a feeling of liberty, power, purpose. Intellectual stimulation brought in limit the staffs' turnover and increased the possibility of the organisations in achieving targeted goals and objectives through intellectual stimulation (Gyensare et al., 2016). The traits of intellectual stimulation can stimulate psychological safety among team members, and consequently followers engaged in positive attitudes and the chances of stay in the organization enhanced to large level (Sobaih et al., 2022). Intellectual stimulation have negative influence on job burnout and worker's turnover intention (Park and Pierce, 2020).

These are all important for job happiness motivation. Workers, those mentally challenged interested in work are more likely to be satisfied with their job less likely to want to leave the



company (Irlabor Okolie, 2019). To stimulate workers' minds, you must give them problems to solve push them to learn more. Leaders offered opportunities to learn, grow professionally, improve skills help their workers grow and make progress (Zeng et al., 2020). When workers knew that, they can grow up professionally personally at work, they are more likely to stay advance their jobs instead of looking for work elsewhere. Leaders encouraging their followers to learn grow more, showed that they cared about their thoughts ideas (Begum et al., 2022). This makes workers feel like their ideas opinions are important because they know their bosses the company values them a lot. Workers felt that their ideas are valued appreciated are more likely to be happy with their jobs less likely to want to quit (Waltz et al., 2020). Promoting intellectual excitement by leaders can lower the likelihood of employees leaving their jobs by improving job happiness, participation, skill development, problem-solving skills, a feeling of worth usefulness. Because of these things, the workplace is attractive, workers are pushed happy there, that makes the employees less likely to look for work elsewhere had continued with the same organization (Woldoff Litchfield, 2021).

*H3: Intellectual stimulation has negative and significant impact on turnover intention of subordinate employees in local private of banking sector of Sindh, Pakistan.*

#### **Individualized consideration**

When a boss can see and help in each employee's unique needs, skills, goals, this is called "individualized consideration (Chebon et al., 2019)." Individualized thought means that leaders take the time to learn about each employee's wants, tastes, work style. Leaders practicing the individual consideration help workers in achieving growing with the individual support, advice, tools. In individualized consideration, the leader supported followers in fully actualizing their existence in the organization, and also offered tailored professional assistance to the employees (Alshamsi et al., 2020). Individual consideration had been negatively associated to employees' turnover intention (Saeed and Jun, 2022). Additionally, researchers had found a strong negative correlation between participants' intention to leave and individual consideration (Chandran, 2017). When workers believed the boss truly cared about their well-being supports employees personal professional growth, they are likelier to be happy with the current job (Allas Schaninger, 2020). Workers being happy with the existing jobs are less likely to want to leave the present organization, because they felt value oriented also get support from the leader practicing the individual care. Individualized care is especially important for keeping the best employees in a company. Employees did the great job often had specific goals wants for growth. Leaders can make it more likely to keep these essential workers by giving them personalized learning chances, mentoring, praise (Scott et al., 2021). Instrumental leadership, such as scanning the internal and external environment, goal setting, and providing resources for jobs (Breevaart and Bakker, 2018). When top class performing employees felt their wants goals are being considered, they are more likelier to stay with the company. Leaders showed personal thoughts also knew what their workers wanted to do with their careers (Iis et al., 2022). Leaders practicing the dimension of individualized consideration helped workers in finding taking advantage of opportunities to grow advance within the company. When employees seen a clear road to job growth felt supported through the boss in reaching the allocated goals, such employees are less likely to look for work elsewhere, lowering the desire to leave the present organization (Martinez et al., 2020). The practice of individualized care from leaders can positively affect employees' plans to leave through the increasing job happiness, trust, loyalty, the ability to keep top talent by offering chances for career growth (Sarıköse Göktepe, 2022).

*H4: Individualized consideration has negative and significant impact on turnover intention of subordinate employees of local private in banking sector of Sindh, Pakistan.*

#### **METHODOLOGY**

The current research uses the deductive method based on the theory-then-research approach. With this approach, theories are made or created before being tested in the real world (Olvido, 2022). In a "top-down" approach, the deductive research method starts with a general idea that is then

broken down into more specific theories. Observations will be used to gather specific data that will be used to test those theories decide whether these are true or false (Grodal et al., 2021).

Convenience sampling method is adopted for data collection in the present study. This study used survey research method, through an adopted questionnaire with little moderation in line with the current research study's goals, and objectives, as well as to see, if there is a link between the dependent, independent variables. Questionnaires will be sent to subordinate staff employees through google forms working in local private banks situated in Hyderabad, and Sukkur banking areas of Sindh to gather the study data.

The main reason the samples were chosen for this study was to give a good chance of getting complete accurate data. To get helpful information for this study, a survey was used to get a wide range of answers from the subordinate staff members who worked at the five chosen local private banks situated in Sindh: Habib Bank Limited, MCB Limited, Allied Bank Limited, United Bank Limited, Bank Alfalah Limited. These banks are present in the Hyderabad Sukkur banking regions. So, all five chosen local private banks will be included to avoid the risk of the sampling process. For example, if you use a random sampling process, some people might need help to answer correctly or on time, leading to a low response rate.

If the researcher wanted to do the study in steps, the right amount of data for each variable would rise to fifty for each one. On the, other hand, researchers can use the rule of thumb, the method suggested by (Hill, 1998), which is the number of questions on a questionnaire time ten = sample size. Similarly, the sample size equals the number of questions on the form, 21 times ten, or 210.

#### MEASUREMENT

The first component of the questionnaire is information about the personal profiles demographics of the subordinate staff employees working in the local private sector banks of Hyderabad Sukkur banking regions of Sindh. The second section consisted of the 12 sample items related to the practice of four significant dimensions of transformational leadership style, including idealized influence, inspirational motivation, intellectual stimulation individual consideration developed by (Avolio and Bass, 1995). The sample items were adopted from the turnover intention scale developed by Seashore, et al., (1982), and Wayne et al., (1997), and also Castle et al., (2007). However, in order to getting better results in the present study 750 sample is considered.

#### RESULTS AND DISCUSSION

Table 1 shows that when the employees' bank affiliations were looked at, the spread between banks was pretty even. With 21.1% of the responses, MCB Limited had the most people involved. It was followed by Bank Alfalah Limited (20.0%), United Bank Limited (19.9%), Habib Bank Limited (19.7%), and Allied Bank Limited (19.3%). Regarding the area of Sindh, most of the responders (58.8% of the total) lived in Hyderabad. The other 41.2% of responders were from Sukkur. Eighty-six per cent of the people who answered were men, and only fourteen per cent were women. The people who answered were spread out among different age groups. The largest group of respondents, 43.9%, were between 31 and 40. The next biggest group was those aged 30 and below, 41.6% of the respondents. With 11.6% and 2.9% of the respondents, respectively, those aged 41 to 50 and 51 and up made up more minor groups. The people who answered were spread out among different age groups. The largest group of respondents, 43.9%, were between 31 and 40. The next biggest group was those aged 30 and below, 41.6% of the respondents. With 11.6% and 2.9% of the respondents, respectively, those aged 41 to 50 and 51 and up made up more minor groups.

Additionally, when looking at the interviews' with employees, most of them (75.2%) were married. Twenty-four per cent of the people who answered were unmarried, and only 0.3 per cent were widows or widowers. As for school background, 54.5% of those who answered had a master's degree, the most significant percentage. 38.3% of those who answered had a graduate degree. Other titles, like an M. Phil (3.9%), an HSC (2.0%), a Ph.D. (0.7%), or an SSC (0.7%), were given smaller shares. When asked what their top degree was, 73.1% of those who answered said it



was in Business Studies. 5.1% of those who answered had degrees in the humanities, while 21.9% had degrees in science. Lastly, when it came to length of work, 44.1% of those who answered had been employed for six years or more. Next, 29.3% were people whose service had been between 0 and 2 years, and 26.5% had been between 3 and 5 years. (Look at Table 1).

**Table 1: Respondent's Profile**

<b>Bank</b>	<b>Frequency</b>	<b>Percent</b>
Habib Bank Limited	148	19.7
MCB Limited	158	21.1
Allied Bank Limited	145	19.3
United Bank Limited	149	19.9
Bank Alfalah Limited	150	20.0
<b>Total</b>	<b>750</b>	<b>100.0</b>
<b>Region of Sindh</b>		
Hyderabad	441	58.8
Sukkur	309	41.2
<b>Total</b>	<b>750</b>	<b>100.0</b>
<b>Gender</b>		
Male	645	86.0
Female	105	14.0
<b>Total</b>	<b>750</b>	<b>100.0</b>
<b>Age</b>		
30 and below	312	41.6
31-40	329	43.9
41-50	87	11.6
51 and above	22	2.9
<b>Total</b>	<b>750</b>	<b>100.0</b>
<b>Marital Status</b>		
Married	564	75.2
Un-married	184	24.5
Widow/Widower	2	.3
<b>Total</b>	<b>750</b>	<b>100.0</b>





<b>Qualification</b>		
SSC	5	.7
HSC	15	2.0
Graduate	287	38.3
Masters	409	54.5
M. Phil	29	3.9
Ph. D	5	.7
<b>Total</b>	<b>750</b>	<b>100.0</b>
<b>Highest degree</b>		
Business Studies	548	73.1
Humanities	38	5.1
Science	164	21.9
<b>Total</b>	<b>750</b>	<b>100.0</b>
<b>Length of service</b>		
0-2 Years	220	29.3
3-5 Years	199	26.5
6 Years and above	331	44.1
<b>Total</b>	<b>750</b>	<b>100.0</b>

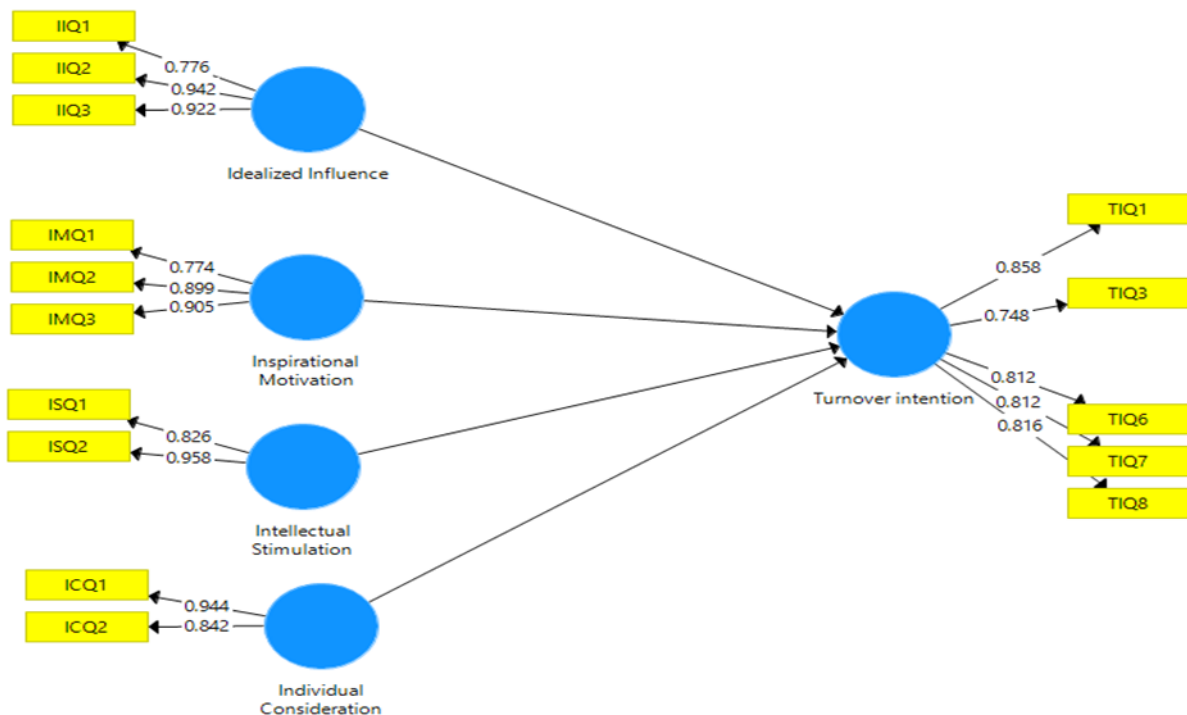
The Cronbach's Alpha values for the different factors are shown in Table 2. It checks how reliable or consistent a scale or combined score is in respect of the items included in the questionnaire. Cronbach's Alpha is a measure of internal consistency (Anselmi et al., 2019). Cronbach's Alpha numbers and composite reliability that are higher that means the data is more consistent within itself. The Cronbach's alphavalue and composite reliability for the "Idealized Influence" variable are 0.865 and 0.913 respectively. This means that the things or signs that are used to measure idealized impact are very consistent with each other. That is, the things on this scale are closely linked accurately measure the same central idea. With an alpha value and composite reliability are 0.764 and 0.889, "Inspirational Motivation" is a reliable variable. This means that the things used to measure creative drive are also very much consistent with each other. The items on this scale are linked constantly to measure what was meant to be measured. Afterwards, 0.833 and 0.896, are the Cronbach alpha value and composite reliability of the "Intellectual Stimulation" measure in Cronbach's Alpha. This points to a level of internal stability similar to what Inspiring Motivation have acquired earlier on in the present study. The items that measure Intellectual Stimulation are linked and had given a reliable reading of the concept. A Cronbach alpha value and composite reliability of 0.773 and 0.889 for the "Individual Consideration". This number is lower than the ones that came before it, which means the amount of internal uniformity is somewhat lower than the variables earlier on tested. The items that measure individual thought do not correlate as well with the construct or do not measure it as regularly as



the other variables but its value is above than 0.70, which is acceptable according the rule of George Mallery (2003). Finally, the "Turnover Intention" variable has the highest Cronbach's Alpha value, at 0.872 but composite reliability is 0.905. This means that the items used to measure the turnover intention have a high internal consistency. The scale's items are highly linked, making it an excellent way to determine if the subordinate staff employees want to the leave their job from that bank. Lastly, all value of AVE are greater than 0.50 hence revealed validity of study as well.

**Table 2: Reliability and Validity**

Name of variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)	No. of items before reliability analysis	No. of items after reliability analysis
Idealized Influence	0.865	0.913	0.780	3	3
Inspirational Motivation	0.764	0.889	0.800	3	3
Intellectual Stimulation	0.833	0.896	0.742	3	2
Individual Consideration	0.773	0.889	0.800	3	2
Turnover intention	0.872	0.905	0.656	9	5



**Figure 1: Model fitness**

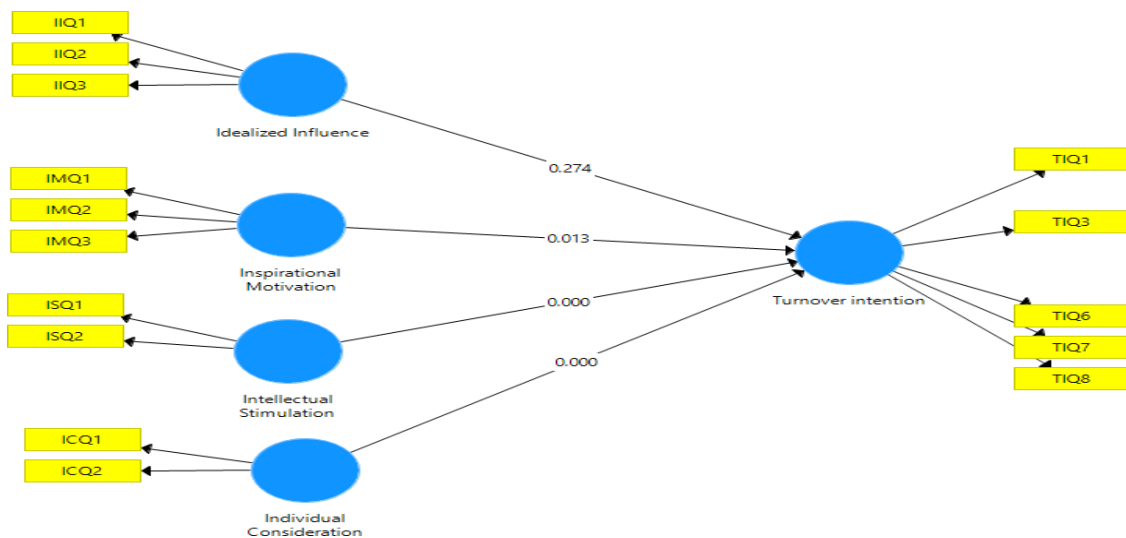
The information in Table 3 originates from a regression analysis. The outcome variable is turnover intention, the practice four factors such that Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individual Consideration in organization. In Table 3, researcher can find the beta coefficients (standardized coefficients), the significance values, and an explanation of the results. The number of -0.054 means that the idealized influence has an importance level of 0.274. There is no statistically significant link between Idealized Influence and the turnover intention because the significance value is higher than the usual level of 0.05. This means that, the null hypothesis that there is no link between Idealized Influence and the turnover intention is true. The

0.013 is the significance level for Inspirational Motivation, which is -0.181. A rise in Inspirational Motivation is linked to a drop in intention to turnover, as shown by the negative beta statistic. The significance value of 0.013 also shows that this link is statistically significant. As a result, the finding supports the idea that inspirational motivation has a strong negative effect on the desire to leave. The result of 0.000 means that the beta coefficient for Intellectual Stimulation is -0.263. Based on the negative beta value, turnover purpose goes down when Intellectual Stimulation goes up. This link is essential, as shown by the significance value of 0.000. As a result, the finding confirms that Intellectual Stimulation has a robust negative effect on the desire to leave.

Last, the significance value for Individual Consideration is 0.000, the beta coefficient is -- 0.297. Based on the negative beta statistic, it looks like when Individual Consideration goes up, turnover purpose goes down. This link is critical, as shown by the significance value of 0.000. This means that the finding supports the idea that Individual Consideration has a robust negative effect on the desire to leave.

**Table 3: Hypothesis Testing**

Dependent variable	Independent variable	Value of beta (standard coefficient)	Significance Value	Results
Turnover intention	Idealized Influence	-0.054	0.274	Rejected
	Inspirational Motivation	-0.181	0.013	Supported
	Intellectual Stimulation	-0.263	0.000	Supported
	Individual Consideration	-0.297	0.000	Supported



**Figure 2: Structural Equation Modeling**  
**DISCUSSION ON RESULTS**

**Idealized Influence and Turnover Intention**

Based on the data, there needs to be a link between Idealized Influence with the turnover intention performing a job in the banking industry of Sindh, Pakistan. The low beta value of -0.063



means the effect was almost nonexistent, the high p-value of 0.274 means this finding is not statistically significant at the 0.05 level of significance. Sindh, Pakistan's local private banking industry may have its own culture, organizational factors that affect employees' plans to leave in a way that is different from other industries or areas. Things like the nature of the workplace, the style of leadership, the company's rules along with regulations, employees' goals can significantly affect their decision to leave the present organization. Other factors may affect the change of intention more in this case than Idealized Influence. Turnover purpose is a complicated result that is affected through many things.

Regarding banks in Sindh, Pakistan, other variables or factors may significantly affect employees' plans to leave more than Idealized Influence (Kazi et al., 2023). Things like job happiness, pay, chances to move up in the organization, work-life balance, the company's culture may significantly impact the decision to leave in this case. There are many reasons, why the hypothesis about the link between Idealized Influence intention to leave regarding a job in the local private banking sector of Sindh, Pakistan, needed to be supported. These include sample characteristics, cultural organizational factors, measurement limitations, other essential factors, or just plain luck (Nabella et al., 2022). More study thought about these factors might help us better understand how these variables relate to each other in this situation (Sorkkila Aunola, 2020).

#### **Inspirational Motivation and Turnover Intention**

With a value of -0.181, the negative beta coefficient shows that as Inspirational Motivation rises, turnover intention falls. Workers thinking that their bosses are intrinsically motivated are less likely wanted to leave the present company (Haldorai et al., 2020). Leading with an inspiring vision, showing energy excitement, giving people a feeling of purpose meaning in their work are all examples of behaviours or actions that can inspire encourage workers. The results show how important it is for banking leaders to learn improve their Inspirational Motivation skills. Companies can spend money on leadership development programmes that teach motivating leadership skills like communicating, having goals, making the workplace pleasing (Voss et al., 2021). By creating inspiring leaders, companies can reduce employees' likelihood of leaving increasing their total happiness to retain the retention. In the banking industry, the results about the link between Inspirational Motivation with the turnover intention should be understood in that specific light. There are a lot of unique problems that banks have to deal with because they have to deal with a lot of work, stress, competition (Victoria, 2022). In this situation, inspirational motivation from leaders can help workers dealing with these problems, making them less likely to leave their jobs. In the past, the study has shown that inspirational motivation is tied to better levels of staff interest success. People who worked for leaders who excite encourage them are more likely to be loyal, determined, aggressive in their job (Sibonde Dassah, 2021). So, the results showed that Inspirational Motivation makes people less likely to leave their jobs improves total staff involvement for seeking success in the banking industry (Riyanto et al., 2021).

#### **Intellectual Stimulation and Turnover intention**

With a value of -0.263, the negative beta coefficient shows that turnover intention goes down as Intellectual Stimulation goes up. This means that workers exposed to higher amounts of Intellectual Stimulation at work are less likely to want to leave the organization. Intellectual stimulation is how much leaders push their workers to question, what they think they knew, develop new ideas answers, think critically. The results show that encouraging intellectual stimulation may help banks keep their employees within the same organization. Organizations that promote an atmosphere of learning, creativity, intellectual curiosity make a great workplace that draws keeps bright people (Ahmadzadeh et al., 2022). Giving workers the chance to do challenging thought-provoking work can boost job happiness give workers a sense of accomplishment, which can lower their turnover intention regarding their existing jobs (Cornito Cunanan, 2020). Leaders need to use a variety of approaches to understand how much intellectually stimulating actually is their workplace. By using both numeric qualitative methods together, leaders can get a more accurate picture of things hear different points of view (Halkias Neubert, 2020). To keep



improving and mentally exciting work setting, it is essential to do regular tracking, feedback, action planning based on the measurement results (Brigden et al., 2020)

#### **Individual Consideration and Turnover Intention**

With a value of -0.297, the negative beta coefficient shows that turnover intention goes down as Individual Consideration goes up. The study's results suggest that Individual Consideration is a critical factor in improving the health and happiness of employees. When leaders show individual care, they genuinely care about their employees' well-being and offer help tailored to their unique needs (Kaluza et al., 2021). This personalized method can help workers feel valued, understood, and cared for, improving their job happiness and general health. The results of the study could help organisations cut down on the costs of employee change. Employee turnover can be expensive because of hiring, starting, and teaching new workers (Elsafy and Oraby, 2022). By using Individual Consideration, leaders can help keep employees longer and lower the desire to leave. In turn, this saves companies money and keeps workers stable. Also, leadership development programmes focus on helping people learn to be more considerate of others (Carter et al., 2020). Training and growth programmes can help leaders improve their ability to show individual care, and organisations can pay for them. These programmes can give leaders the information and tools they need to understand and meet the specific needs of their workers (Ragan et al., 2023). This will make them better leaders and make the workplace a better place.

#### **Theoretical Contribution**

There are a few theoretical contributions to the present study. Firstly, the study adds to the body of research by giving us a way to think about practice of innovative leadership in the banking industry. Transformational leadership comprises four main parts: idealized impact, inspiring drive, intellectual stimulation, care for each person. Researchers professionals can use this framework to judge or rate how much banking sector leaders show these transformational leadership behaviours. Second, the study examines how innovative leadership styles affect workers' plans to leave their jobs or the organization. By looking at this connection, the study adds to our knowledge of how leaders can affect their workers' choices about staying at their jobs. It gives us a better understanding of how innovative leadership can keep bank employees from leaving the existing job. Finally, the study's focus on the banking industry in Sindh, Pakistan, adds a cultural point of view to the research that has already been done on transformational leadership the turnover intention in the job. Different cultural settings may change, how well different leadership styles work in several cultures, how they affect the results or outcomes of employees. Looking at Sindh, Pakistan, as an example, the study adds to our more profound understating of how transformational leadership works in a complex cultural setting.

#### **Managerial Implications**

The study that examined how transformational leadership styles affected people's plans to leave their jobs in the banking sector of Sindh, Pakistan, has important management implications for companies in this field. Transformational leadership has much power that managers leaders can use to improve the workplace, keep employees from leaving, boost the organization's success. Organisations in the banking industry should make it a top priority to create promote innovative leaders. Transformational leaders motivate people to be excited about their work, creating a sense of shared purpose dedication to the company's goals. Organisations can build a strong leadership pool by finding people who can show transformational leadership behaviours giving them leadership development programmes. Second, managers should make an organization as most place, where people trust each other work together. Transformational leaders earn the trust of their workers on the behalf of being honest, open hearted, dependable in their relationships with the employees. Such leaders urge team members to talk to each other, take part in organizational activities, work together. An atmosphere of trust teamwork makes people happier at work, lowers their desire to leave, improves the general success of an organizations as well as the leaders their followers. Lastly, the study shows managers how important it is to create promote transformational leaders, encourage a culture of trust collaboration, offer leadership training development, support employee engagement empowerment, address employees' concerns, promote work-life balance,


recognize reward transformational leadership behaviours. By putting these meanings into action, banks in Sindh, Pakistan, can successfully lower the likelihood that employees will leave the present organization in they are working, increase employees' retention, happiness loyalty, eventually boost the performance of the banks.

### CONCLUDING REMARKS

The study examining how the practice of different types of transformational leadership affected employees' plans to leave their jobs in the banking sector of Sindh, Pakistan, shows how vital transformational leadership style's dimensions' practice is in changing employee results. The results give organisations in this helpful field information real-world implications. Transformational leaders create a good work environment that makes employees happier, more engaged, more committed towards the organization through the transformational leadership style's dimensions' practice. They do this by inspiring driving employees, giving each person the help, they need, creating a shared purpose. This makes workers less likely to want to quit their jobs or the organization. By following these suggestions for managers, companies can make the workplace a better place to be, making employees happier more committed, eventually leading to better organizational performance. These results have important real-world implications for businesses in Sindh, Pakistan's banking sector. They also lay the groundwork for more studies into the role of transformational leadership style's dimensions' practice in the context of turnover intention.

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