

Evaluating the Effect of Leadership Behavior and Organizational Contextual Performance on Employee Turnover Intentions

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Abstract: The current study is examined the relation of leadership behavior and organizational contextual along with variable participation that is employee turnover intentions in the textile sector of Pakistan. This study is focusing on the relationship of leadership behavior and organizational contextual on employee turnover intentions using the mediating role of employee commitment specifically in the textile sector of Pakistan. The sample size of this study is 91 because all the industries structure is same. We have used convenience sampling techniques for data collection due to minimum resources and time. We have collected data from lower middle and high-level staff member working in textile industries in Faisalabad. We have used software SPSS 23.0 for testing hypothesis. Correlation and regression test also analyzed to check the connection between variables and also effects between them. Research is significant for leaders and managers to enhance the business. According to the organization setting leaders and managers should consider these variables in the organization. In an organization the primary factor that affects performance the lack leadership behavior and organizational contextual performance.

Keywords: Employee Turnover Intentions, Employee Commitment, Leadership Behavior, Organizational Contextual performance.

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Introduction

Background of the study

Employee turnover intentions are an essential topic in the field of Human Resource Management. In today's working environment, employee turnover issues have increased extremely (Hay, 2001). A high percentage of employee turnover is expensive for overall organizational success. The experimental studies have emphasized the individual

performance of turnover, such as gender, age and contextual performance, such as labor market situations and organizational conditions like Human Resource Management practices (Chen *et al.*, 2014). An important source of fulfillment of expectations is psychological agreement; employees' mental interpretations and expectations of job issues that turn into turnover or to left the organization (Chang *et al.*, 2019). Leader attention on moral and uncertain use of power, simply communication a leader modifications attention from methods and consequences to retrain employees with the leadership behaviors (Aguzzoli, 2015).

Earlier studies have shown that leadership behavior plays a vital part in employee turnover intentions. The earlier studies have been tested the encouraging impact of leadership on work, job commitment, and task performance as well as the effect on turnover intention (Imran *et al.*, 2016). Industries try to decrease employee turnover intentions in direction to keep important information decrease the cost of recruitment and socialization boost job routine and grow human resources as a competitive advantage (Islam *et al.*, 2013). Although employee's performance of the display ability depends on the nature of the environment and whether their emotions and values are allowed to accelerate. (Mohammed Yasin Ghadi, 2017).

According to the social exchange theory that Explains that employees will implement voluntary actions in expectancy of optimism that such behavior will be converted into some future perspective (Blau, 1964). The Social Exchange process usually consists of a series of controversial interactions between the two parties, resulting in some kind of responsibilities that can lead to quality relations (Sheehan *et al.*, 2019). Furthermore, in the direction to continue the relation, parties in the relationship should feel that they are getting some worth (Da Camara *et al.*, 2015). In the social exchange relations, workers show enthusiasm and loyalty by reducing absenteeism and turnover along with high performance for the organization, and workers are not doing for extra benefits but they are also representative of their value, respect, and care for the well-being in organization employee's relationship (Huang *et al.*, 2018).

As the previous study Usman Ahmad *et al.*, 2019 stated Employee commitment and targets represent the emotional attachment with the goals and values of the organization as well. When employee commitment increases its effects to increase the job satisfaction of employees as well as decrease the turnover intention in the organization (Garazi, 2015). Today's reasonable environment, taking a faithful base of pleased and committed members' increases revenues, decreases costs, builds market segments and improves lowest lines (Gurjeet, 2014).

Mostly, promotion effort outcomes in advanced levels of confident outcomes counting employee commitment. Employee turnover also the potential loss of knowledge, skills, abilities and valuable employees (Martha, 2014).

Problem statement

There are many problems faced by textile sector organizations in Pakistan which are disturbing output, Energy crises (Aarons, *et al.*, 2006), Unemployment (Mohsin *et al.*, 2015), technology (Maertz, *et al.*, 2003) and competitors (Richa, 2016) are most prominent problems in the textile sector organizations of Pakistan. This most unseen problem turnover intention is faced with most organizations the factor of the turnover intention due to the leadership style that influences to the employees and the organization contextual factors in the textile areas of Pakistan (Usman Ahmad *et al.*, 2019), hence we are covering the gap of the previous study, Many new workers on the workplace, can't get proper guidance of work in an innovative

place (Chang, *et al.*, 2019). Turnover rate increases due to the neglect of leadership behaviors and organization contextual policies. Perhaps this study which investigates that's could help resolve these situations.

Significance of the study

The current study examines the relationships of the leadership Behavior, Organizational Contextual and employee's commitment on the employee turnover intentions in Textile areas of Faisalabad, Pakistan. This study's importance may also be used for the progress of Textile areas of Pakistan. We have studies low, middle and high-level workers samples who work in textile industries located in Faisalabad, Pakistan and the outcomes might be esteemed to leaders of the associations anxious with high turnover amounts by affecting strategies and approaches to hold trained workers with developing organization benefit (Mohsin, Lengler & Kumar, 2013).

Statement of purpose

This study can label the academic impact of involving leadership behavior and organizational contextual with employee turnover intentions through employee commitment. Purpose of this study is to intend the interaction between leadership behavior, Organizational contextual, employee commitment, on turnover intentions in the textile organization. According to Gharakhani and Zaferanchi (2019) quoted as "researchers must look beyond to leadership behavior other organizational mechanisms through which support influences turnover".

Literature Review

Leadership Behavior

Leadership behavior choice to encourage employees/workers by stimulating a visualization of What is to be skilled, capable of acting in a specific behavior, and capable to solve problems, planning and solutions and ultimately able to get results (Northouse, 2014; Blanchard, 2015). Moreover, Smith, Wong, and Regan (2019) stated in his study that leadership behavior is affect the organization turnover intention. Goleman (2003) stated that there is relying on the success of a leader ensure that their motivation and emotion is a factor of opportunity. The leadership model is method to the executive concept, the specific to encourage organizational leadership (Rahman, & Nas, 2013). The leader is actually representative of conversion, who considers exterior the predictable boundaries of the instant condition and classifies opportunities for developing and better efficiency (Afzal Rahim, 2016). Emotional maturity is characterized as a key objective within the ideological interaction and the main feature of the leadership (Maurik, 2016).

Organizational contextual

Contextual define as worker activities are directly supported for certain tasks or accountability but also supportive in efficiency (Motowidlo, & Van Scotter, 1994). Organizational contextual is to determine mutual values, beliefs and the principles that affect the way of employee's deliberate, awareness and action in the workplace (Nelson, & Quick, 2013). Organizational contextual has four roles, associated with sense of personality, organizational values, rises their commitment, and supports behavior as a control tool to influence (Quick, 2013; Jaros, 1997). Organizational contextual help in explanation to learn contradictory issues, which employee learn, establishes ethics, hopes, behavior, forms, and standards that promote advanced achievements (Jawahar, 2015; Sambasivan, 2017). In an organizational context, quality of job, work conditions, legal environment and commitment towards work also influence employees' intention to migrate and organizational theory is deliberated that administrative innovations or its administrative process are related to

changing and is mainly related to organization management rather than its basic work actions (Kjeldsen, 2018). Organizational contextual performance supports relatively connected with emotional, common environment and organizations official principal activities to the belongings and services (Meyer, & Herscovitch, 2001).

Employee commitment

According to Meyer and Allen (1997) employees' commitment to an organization expressed thought affective, continuance, and normative commitment that shows the psychological and emotional attachment of an employee with the organization. And Meyer and Allen (1997) stated that the commitment "responsive attachment to an organization aims and ideals which results indisposition to utilize top effort to complete the organization's goals".

Signaling theory proposes that an organization using commitment it releases such valuable evidence and message to the market that the organization has developed or is developing long-term trust-based relations with their employees and they are satisfied and committed to working in the organization (Chang, & Chin, 2018). Employee's commitment is the psychological connection between the employees and the organization that assists Employee's involvement towards achieving the organizational goals and objectives (Yao *et al.*, 2019).

Employee turnover intentions

Employee turnover intentions are the scope to which staff/workers plan to resign their job (Ma & Trigo, 2017). Tett and Meyer (1993) stated turnover intention is "an active and kind idea to leave the organization. It is stated related to a specific time-bound situation and is the last end in the order of change beliefs, with thinking to leave the current job and try to find another (Moore, McKee & McLoughlin, 2015). Turnover intention is largely used as a rational analyst and as one of the toughest turnover interpreters (Allen, 2016). Ma and Trigo (2017) noted that exposed that turnover intention is knowingly, harmfully and reliably correlated with organization commitment (Addae 2014). Studies have also defined it is a harmful relation between leader and employee (Hemmasi, 2015). In adding, the turnover intention has been exposed to be a central predictor of worker performance (Hui, 2014).

The consequences highlight the essential to study more factors might influence significant impact on employee turnover intentions in the Pakistani context (Younes, 2012).

Research questions

- 1) What is the effect of leadership behavior on employee turnover intentions?
- 2) What is the effect of organizational contextual on employee turnover intentions?
- 3) What is the effect leadership behavior and organizational contextual on employee turnover intentions?
- 4) What is the effect of leadership behavior and organizational contextual on employee turnover intentions under the mediate role of employee's commitment?

Objectives of the study

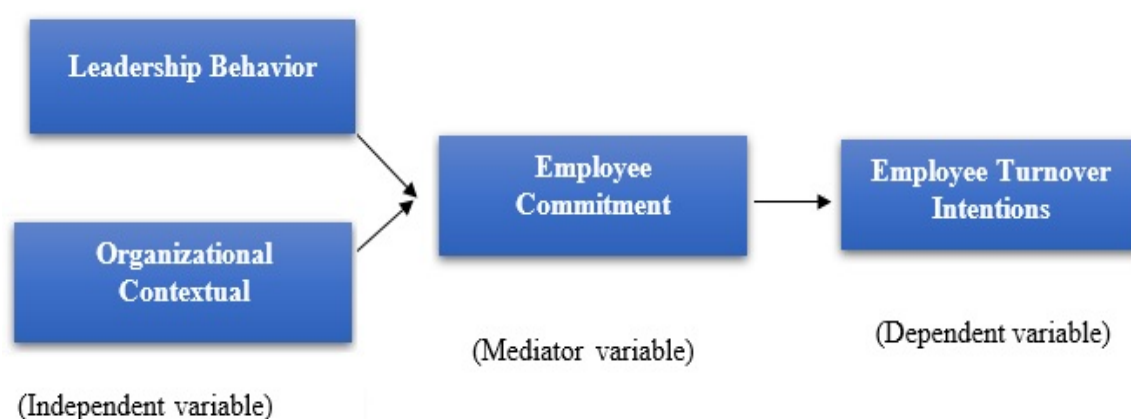
There are the Following objectives of study.

- 1) To check the influence of leadership behavior on employee turnover intentions.
- 2) To check the influence of organizational contextual on employee turnover intentions in the textile area of Pakistan.
- 3) To examine the association among leadership behavior and organizational contextual and employee turnover intentions.

4) To investigate the association among leadership behavior and organizational contextual on employee turnover intentions under the mediation role of employee commitment.

Theoretical Framework

Theoretical framework is formatted by reviewing the literature as shown in Figure 1



Hypothesis

By considering above stated objective of research, following hypothesis will develop.

H1: Leadership Behavior has negative relation with Employee Turnover Intentions.

H2: Organizational Contextual has negatively related with Employee Turnover Intentions.

H3: There is negatively relationship between Leadership Behavior and organizational contextual with Employee Turnover Intentions under the mediation role of Employee Commitment.

Methodology

To check the impact of leadership behavior and organizational contextual on employee turnover intentions, Questionnaires are survey based distributed in one textile city that is Faisalabad. We collect data from one city because all the textile sector is the same structure. And the working environment and condition in all the organizations is also the same. We divided 110 questionnaires in the Middle, lower and high-level employees the managers in textile organizations and the response rate is 82.7%, the 91 samples are collected without any difficulties. as the textile environment is so busy working circle. And we have used convenience sampling techniques due to fewer resources, budget and time. To check the reliability of the variable with the value of Cronbach's Alpha. And we have used SPSS 23.0 software for testing hypothesis, correlation is used to check the relationship among variables and to check the effect between variables Regression analysis is used.

Scales and questionnaire

We adopted 12 items scale developed by Zaheer (2016) to measure the leadership behavior. To measure organizational contextual we used 7 items, and the scale is established by De Jong and Elfring (2010). To measure Employee turnover intention, we adopt scale from Yücel, İ. (2012) with three items.

Wilmar, Schaufeli, Arnold, and Bakker (2010) was developed the scale of 13 items to measure employee commitment. And we have used 5-point Likers scale ranging from 1-5 that shows that 1 for strongly disagreed and 5 for strongly agreed.

Demographic factors

Table 1. Demographic factors of age, qualification and area of working (department)			
		F	%
Age			
	20-25	3	2.9
	25-30	37	35.2
	31-35	19	18.1
	36-40	27	25.7
	41-45	5	4.8
Qualification			
	Intermediate	3	2.9
	Bachelor	30	28.6
	Master	43	47.2
	MS/MPhil	15	14.3
Department			
	HR Department	6	5.7
	Production	49	46.7
	Administration	21	20.0
	Other	15	14.3
Frequency and percentage of demographic variables (N=91).			

Qualification as shown in Table 1, 43 members are in the group of Master with 47 % and 30 members in the group of bachelors with 28.6 %. and 15, 3 contributors in the groups of MS/MPhil and Intermediate respectively by cumulatively 17.2 %.

Age as shown in (Table 1), 3 members in the group of 20-25 with 2.9 %, 37 members in the group of 26-30 with 35.2 %, 19 participants fell in the group of 31-35 with frequency 18.1 % and 27 contributors in the group of 36-40 with 25.7 %. Furthermore, 5 participants fall in the category of 41-45 respectively with cumulatively 4.8%.

Department shown in Table 1, 6 participants fell into the group of HR Department with 5.7 % and 49 contributors into the category of Production with 46.7 % and 21 participants fell into the category of Administration with 20.0 %. Furthermore, 15 participants fall into the category of Other Departments respectively with cumulatively 14.3 %.

Reliability test

Table 2. Reliability test (Cronbach's Alpha value)				
	Leadership Behavior	Organizational Contextual	Employee Commitment	Employee Turnover Intentions
Cronbach's Alpha	.703	.723	.856	.760

According to Table 2 of Cronbach's Alpha value of Employee Commitment, Leadership Behavior, Organizational Contextual, and Employee Turnover Intentions is 0.703, 0.723, 0.856, and 0.760. The table shows the estimations of Cronbach's Alpha is more than 0.7, it shows the reliability of data.

Correlation

Table 3. Correlation analysis				
	Leadership Behavior	Organizational Contextual	Employee Commitment	ETI
Leadership Behavior	-			
Organizational Contextual	.907**	-		
Employee Commitment	.861**	.859**	-	
ETI	-.222*	-.339*	-.289*	-
**. Correlation remains significant on the 0.01 level (2-tailed).				
*. Correlation is significant at the 0.05 level (2-tailed).				

Correlation Table 3 shows, leadership behavior is significantly linked with organizational contextual with .907 value, which is highly significant at 1%. The table also indicates is significantly linked with employee commitment with .861 value. Furthermore, leadership behavior is negatively associated with employee turnover intentions by a value of -.222. Furthermore, organizational contextual is positively linked by employee commitment with a value of .859. Correspondingly, organizational contextual is negatively linked with employee turnover intentions by a value of -.339. The table also shows employee commitment are negatively linked with Employees turnover intention with a value of -.289.

Results and Discussion

Table 4. Multiple Regression analysis

Model Summary ^b					
Model	R	R Square	Adjusted Square	Std. Error of the Estimate	Durbin-Watson
1	.838 ^a	.701	.695	.27635	2.250
a. Predictors: (Constant), Organizational_contextual, leadership_behavior					
b. Dependent Variable: Employees_turnover_Intention					

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.535	1.171		4.726	.000
	leadership_behavior	-.242	.260	-.102	-.934	.003
	Organizational_contextual	-.583	.213	-.298	-2.738	.007
a. Dependent Variable: Employees_turnover_Intention						

In Table 4 square shows that leadership behavior and organizational contextual has 70.1% impact on employee turnover intentions, and positively influence of leadership behavior and organizational contextual on employee turnover intentions.

Durbin-Watson is calculated to examine the nature of the correlation between the variables which defines either relation are negative, zero or positive. 2.250 is the value of Durbin Watson, which is lower than 2.5 it means that there are significant relationships between leadership behavior, organizational contextual and employee turnover intentions.

$$Y = b_0 + bX$$

$$ETI = 5.535 + .838 (LB, OC)$$

This calculation tells that one-unit change in leadership behavior and organizational contextual overcome the 6.373 units of employee turnover intentions.

Table 5. Multiple Regression analysis with mediator

Model Summary^c					
Model	R	R Square	Adjusted Square	Std. Error of the Estimate	Durbin-Watson
1	.838 ^a	.701	.695	.27635	
2	.860 ^b	.740	.703	.19108	1.836
a. Predictors: (Constant), Organizational_contextual, leadership_behavior					
b. Predictors: (Constant), Organizational_contextual, leadership_behavior, Employees_commitment					
c. Dependent Variable: Employees_turnover_Intention					

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.723	2	5.362	6.220	.003 ^b
	Residual	75.858	88	.862		
	Total	86.581	90			
2	Regression	15.169	3	5.056	6.160	.001 ^c
	Residual	71.412	87	.821		
	Total	86.581	90			
a. Dependent Variable: Employees_turnover_Intention						
b. Predictors: (Constant), Organizational_contextual, leadership_behavior						
c. Predictors: (Constant), Organizational_contextual, leadership_behavior, Employees_commitment						

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.535	1.171		4.726	.000
	leadership_behavior	-.242	.260	-.102	-.934	.003
	Organizational_contextual	-.583	.213	-.298	-2.738	.007
2	(Constant)	5.911	1.174		4.183	.000
	leadership_behavior	-.466	.271	-.196	-1.720	.089
	Organizational_contextual	-.923	.254	-.473	-3.634	.000
	Employees_commitment	-.717	.308	-.322	-2.327	.022
a. Dependent Variable: Employees_turnover_Intention						

With the mediation effect in Table 5 square shows that leadership behavior, organizational contextual and employees commitment has 74.0% impact on employee turnover intentions, that represents significantly influence of leadership behavior, organizational contextual and employees commitment on employee turnover intentions and. Durbin Watson value is 1.836 which is lower than 2.5, it shows that there are significant relationships between leadership behavior, organizational contextual, employees commitment and employee turnover intentions.

$$Y = b_0 + bX$$

$$ETI = 5.911 + .860 (LB, OC, EC)$$

This calculation tells that one-unit change in leadership behavior, organizational contextual and employee's commitment overcomes the 6.771 units of employee turnover intentions.

Conclusions

After the study, we reached to the conclusion that there are optimistic significant relationships between leadership behavior, organizational contextual and employee turnover intentions. Leadership behavior and organizational contextual characters better will be the employee turnover intentions. These features of leadership behavior and organizational contextual Most valuable in decreasing employee turnover intentions. According to the outcomes of this research, there are positive relationships among leadership behavior and organizational contextual with employee turnover intentions and also the significant relationship between leadership behavior and organizational contextual with employee turnover intentions with the mediation effect of employees' commitment.

Recommendations and Future implications

The findings of the research show that there is positive association among leadership behavior, organizational contextual and employee turnover intention to leave among employees of the textile sector of Pakistan. By establishing effective leadership policies, organizational contextual behavior at workplace turnover intention the top managers may decrease. The government and textile sector authorities should be taken serious steps to reduce continuous employee turnover. If timely steps are not taken by the government these issues could be more negatively affect to the organizations. This research helps the policy-making specialists to review their policies and plans for retentive their employees. Research is significant for leaders and managers to enhance the business. According to the organization setting leaders and managers should consider these variables in the organization. In an organization the primary factor that affects performance the lack leadership behavior and organizational contextual performance.

Limitation

There is no study without limitation, there is also some limitation of this study. First This study is basically associated with the textile sector but it is effects can be seen in other financial firms such as hotel organization, business companies, etc. Second, we have collected 91 sample size due to minimum resources and time and one thing that is structure of the textile sector is same, the future researcher may also extend the sample size for the better results. Third We collect data form only masculine. Future researcher may also collect both masculine-feminine traits, Fourth We collected data from only one major city of textile that is Faisalabad, Pakistan Future researcher also collect from other cities, And lastly, it is suggested that future researcher may also use moderating impacts with "intrinsic motivation", employees may have higher levels of intrinsic motivation, and those who are intrinsically motivated are more likely to translate their motivation to assist their colleagues or supervisors

when they need help, to take a personal interest in their well-being, to avoid taking undeserved work breaks, to adhere to informal rules and to protect organizational property, thereby improving job commitment and reducing turnover intention (Shareef, & Atan, 2019). it may also take effect on turnover intention of the organization.

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