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# The Role of Transformational and Transactional Leadership on Turnover Intentions in Tanzanian Commercial Banks: The Moderating Effect of Perceived Organizational Support

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**Purpose:** This study is aimed at examining the role of transformational and transactional leadership on turnover intentions in Tanzanian commercial banks. Further, the study scrutinizes the moderating effect of perceived organizational support.

**Design/Method/Approach:** The study used a quantitative approach. Data were collected from 231 employees working in head offices of three commercial banks in Tanzania. Data were analyzed by using descriptive and inferential statistics.

**Findings:** The study found that both transformational and transactional styles of leadership are used in commercial banks. Further, each leadership style plays a significant role in reducing turnover intentions. Perceived organizational support was also found to be a significant moderator of the relationship between each leadership style and turnover intentions.

**Theoretical Implications:** This study extends the literature on the role of a relationship between transformational and transactional leadership styles on turnover intentions in Tanzanian commercial banks.

**Practical Implications:** Commercial banks have to make use of both transformational and transactional leadership styles in order to obtain positive outcomes in retaining their employees. Moreover, better results could be achieved once employees perceive the presence of organizational support.

**Originality/Value:** As per the existing empirical literature, it is the first study to be conducted in the Tanzanian context.

**Research Limitations/Future Research:** This study used a quantitative method only. Future studies may consider using a mixed approach to get more insights from respondents. Data collection was done in three commercial banks in Tanzania. A more comprehensive study to be done in bank branches is therefore recommended.

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# Роль трансформаційного та трансакційного лідерства в намірах переходу на іншу роботу в комерційних банках Танзанії: модеруючий вплив сприйняття організаційної підтримки

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**Мета роботи:** Це дослідження має на меті вивчити роль трансформаційного та трансакційного лідерства на наміри комерційних банків Танзанії здійснювати операції з продажу. Крім того, дослідження ретельно вивчає стримуючий ефект сприйняття організаційної підтримки.

**Дизайн / Метод / Підхід дослідження:** У дослідженні використано кількісний підхід. Дані були зібрані у 231 працівника, які працюють у головних офісах трьох комерційних банків Танзанії. Дані були проаналізовані за допомогою описової та інференційної статистики.

**Результати дослідження:** Дослідження показало, що в комерційних банках використовуються як трансформаційний, так і трансакційний стилі лідерства. Крім того, кожен стиль лідерства відіграє значну роль у зменшенні намірів щодо плинності кадрів. Сприйняття організаційної підтримки також виявилось значущим модератором зв'язку між кожним стилем керівництва та намірами звільнитися.

**Теоретична цінність дослідження:** Це дослідження розширює літературу про роль взаємозв'язку між трансформаційним і трансакційним стилями керівництва та намірами щодо звільнення в танзанійських комерційних банках.

**Практична цінність дослідження:** Комерційні банки повинні використовувати як трансформаційний, так і трансакційний стилі керівництва, щоб досягти позитивних результатів в утриманні своїх співробітників. Більше того, кращі результати можуть бути досягнуті, якщо працівники відчуватимуть наявність організаційної підтримки.

**Оригінальність / Цінність дослідження:** Згідно з наявною емпіричною літературою, це перше дослідження, проведене в танзанійському контексті.

**Обмеження дослідження / Майбутні дослідження:** У цьому дослідженні використовувався лише кількісний метод. У майбутніх дослідженнях можна розглянути можливість використання змішаного підходу, щоб отримати більше інформації від респондентів. Збір даних проводився в трьох комерційних банках Танзанії. Тому рекомендується провести більш комплексне дослідження у відділеннях банків.

**Тип статті:** Емпіричний

**Ключові слова:** трансформаційне лідерство, трансакційне лідерство, сприйняття організаційної підтримки, намір звільнитися, утримання працівників.

## 1. Introduction

Employees are considered the most valuable assets in an organization since organizational performance largely depends on them (Gunawan et al., 2017; Drigas & Papoutsis, 2019; Bayer et al., 2020; Collins, 2021). The cost of acquiring and developing them is always high and unbearable to some organizations therefore once acquired, employers design different strategies to make them stay (Grynko et al., 2017; Kurdi et al., 2020; Rodríguez-Sánchez et al., 2020). However, labour mobility increases from time to time which paves a way for employees to look for better places to work at (Levallet & Chan, 2019; Schmutz & Sidibé, 2019; Sardak et al., 2021). Commercial banks like other organizations are not immune to this problem. Employees working in the sector are increasingly moving from one bank to another within the sector while others are seeking organizations to work for in other sectors. In Tanzania, the problem of labor turnover in commercial banks has been persistent for years (Hanai & Pallangyo, 2020; Hanai, 2021). Researchers and practitioners in management have been attributing this problem to various internal and external factors. Various studies have been associating the problem with compensations and how demanding it is for a person to work in a bank particularly in terms of issues of work-life balance (Kunte et al., 2017; Kurniawaty et al., 2019; Hanai & Pallangyo, 2020; Toki et al., 2022). Other researchers have been linking labor turnover with organizational culture. Limited literature can be found on how leadership affects labor turnover. Moreover, studies have not sufficiently explored the relationship between leadership styles and labor turnover in commercial banks in the Tanzanian context. Available empirical findings based on single-case studies are limited, hence a bigger survey was recommended to establish the relationship (Mwita et al., 2018). Concerning the fact that employee turnover can have a detrimental impact on business and the labor market at large, it is important to understand its determinants (Lazzari et al., 2022). On the other hand, perceived organisational performance has been linked with labour turnover in commercial banks in a number of studies (Nadeem et al., 2019; Giao et al., 2020; Masta & Riyanto, 2020). However, there is limited existing empirical evidence on the moderating effect of perceived organisational performance on the relationship between leadership styles and labour turnover. Against this backdrop, this study examined how perceived organisational performance affects the relationship between leadership styles and labour turnover in commercial banks with specific focus on commercial banks in Tanzania.

## 2. Theoretical Background

### 2.1. Leadership and Leadership Style

Leadership and leadership styles have been drawing the attention of researchers and practitioners on how they can be used to retain employees not only in commercial banks but also in all forms of organizations (Mwita et al., 2018; Alzyoud et al., 2019; Hammadi & Noor, 2020; Yamin, 2020). Leadership encompasses the ability to influence others to willingly demonstrate behavior and take actions that enhance achievement of organizational goals. There are numerous styles that leaders may use to influence others in organizational settings. Bass (1985) proposed two leadership styles which are transformational and transactional leadership styles.

Transformational leadership is a style based on how a leader is capable of inspiring his/her followers to exert efforts to achieve organizational goals. It is empowerment-based leadership, where power emanates from the followers, albeit not quite bottom-up but it is shared (Passakonjaras & Hartijasti, 2019). Transformational leadership has four major components which are idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. Idealized influence has to do with how followers consider their leader as a role model whose behavior and actions have to be imitated (Bass, 1985; Bass & Riggio, 2006). This implies that for one to have idealized influence, he/she has to live an exemplary life which is worth being imitated by others.

Inspirational motivation is another element of transformational leadership which has to do with an ability to inspire and motivate

followers to demonstrate desired behaviour and actions which in turn can lead to achievement of organizational goals (Angriani et al., 2020). Intellectual stimulation is an ability of a leader to help his/her followers come up with creative and innovative ways of doing things. Leaders who have this ability create a supportive environment for followers to think critically and challenge the status quo and therefore embrace changes (Puni et al., 2021). The last component of transformational leadership is individual consideration. This has to do with how a leader considers individual needs and demands of his/her followers. Leaders with individual consideration embrace diversity and accept the fact that followers are heterogeneous and therefore consider their similarities and differences (Bass & Riggio, 2006).

Transactional leadership is a style which involves an exchange between what a follower brings into a team, a group or an organization and what a leader offers in return (Angriani et al., 2020). Transactional leadership generally involves rewards for good deeds and performance and punishments for unacceptable behaviour and poor performance. A leader who uses this style sets expected standards that will be used in deciding whether one has to be rewarded or punished. Transactional leadership has two components which are contingent reward and management by exception (Bass, 1985). Contingent rewards involve the use of psychological and material rewards when a follower fulfils his/her obligations as per the assigned tasks and roles (Alrowwad et al., 2020). The use of contingent rewards focuses on reinforcing acceptable behavior to discourage unacceptable behaviour from employees. Another component is management by exception. This involves the use of interventions to take corrective actions when followers do something or demonstrate behaviours that are unacceptable (Azizaha et al., 2020). In this component, there are passive and active leaders. Active leaders are proactive; they observe and monitor to ensure that mistakes do not happen. On the other hand, passive leaders wait until a mistake occurs and interact to take corrective actions (Bass et al., 2003).

### 2.2. Turnover Intentions

Turnover intention is an employee's reported willingness to leave the organisation within a given period of time and is often used for studying actual employee turnover (Lazzari et al., 2022).

It implies thoughts and plans for leaving an organization that an employee has. Retaining employees has never been easy, particularly in contemporary organizations where movement from one organization to another can easily be done. Globally, commercial banks have been struggling to retain their employees. This is due to the fact that commercial banks operate in comparatively a more competitive environment (Mwita et al., 2018). Turnover intentions are associated with leadership styles and other factors such as working environment, workload, compensation, perceived organizational support, and others (Ghafoor et al., 2017; Wan et al., 2018; Al Sabei et al., 2020; Junaidi et al., 2020).

### 2.3. Perceived Organisational Support

Perceived organizational support entails beliefs an employee has that an organization intentionally works towards creating a supportive and conducive working environment to enable him/her to achieve individual and organizational goals.

According to Arasanmi & Krishna (2019) organisational support is a desirable managerial practice which shows the positive side of an organisation. The organisational support comprises assistance and favours from the organisational context; this includes support from the supervisor, manager and organisational leaders in the working environment. This is the result of employees developing a general perception concerning the extent to which the organisation values their contributions and cares about their well-being (Kurtessis et al., 2017). Employees with high perceived organisational support find their job more pleasurable, are in a better mood at work, and suffer fewer strain symptoms, such as fatigue or burnout (Kleine et al., 2019).

### 3. Hypothesis Development

#### 3.1. Transformational Leadership and Turnover Intentions

Empirical evidence shows that transformational leadership is a more preferred and effective leadership style. However, the degree of effectiveness differs from study to study; from organization to organization; and from sector to sector. Admittedly, the style is not always effective since leadership effectiveness is based on varied circumstances. A number of studies that have been done in the hospitality sector show that transformational leadership predicts turnover intentions. Some of these studies include the work by Ariyabuddhiphongs & Kahn (2017) which was done among café employees in Thailand. Another study with consistent findings was done by Ohunakin et al (2019) in Nigeria among employees working in guest houses. The study found that all four components of transformational leadership, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration improve employee retention and therefore reduce employee turnover. Empirical evidence from SMEs offers similar findings. The study by Tian et al. (2020) which was done in Pakistan found that transformational leadership has a significant positive relationship with employee retention which implies that it negatively affects employee turnover. Moreover, the study by Mittal (2016) which was done in India found that transformational leadership is capable of increasing employee retention in SMEs. The study by Manoppo (2020) which was done in Ghana in the health sector found that transformational leadership through idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration has a negative relationship with turnover intention. The study by Alshebl (2022) examined the role of transformational leadership in the Saudi Banking Sector. The study found that transformational leadership was a significant negative predictor of turnover intentions. This gives the impression that transformational leadership is capable of discouraging employees from thinking of leaving their commercial banks with the intention to go to work elsewhere.

**H01:** There is no significant linear relationship between transformational leadership and turnover intentions in Tanzanian commercial banks.

#### 3.2. Transactional Leadership and Turnover Intentions

The study by Maaitah (2018) which was done in Jordan among government officials found that transactional leadership has a positive relationship with turnover intentions. This finding means that transactional leadership is not capable of enhancing employee retention but may lead to turnover intentions. In this context, transactional leadership should be preferred in cases where an organization intends to retain its employees. Consistent findings were reported by Koesmono (2017) whose study was done in Indonesia that shows a positive relationship between transactional leadership and turnover intentions. Contradictory findings are presented in the study by Masood et al (2020) that reports a negative relationship between transactional leadership and turnover intentions based on the research which was done among faculty members of Universities in Punjab, Pakistan. The findings therefore suggest that when leaders use more transactional leadership, turnover intentions tend to go lower.

**H02:** There is no significant linear relationship between transactional leadership and turnover intentions in Tanzanian commercial banks.

#### 3.3. Moderating Role of Perceived Organizational Support

Organizational support is considered one among important practices and is linked with job satisfaction, work engagement, organizational commitment, organizational citizenship behaviour and turnover intentions, among other things (Sungu et al., 2019; Imran et al., 2020; Alshaabani et al., 2021). The variable has been used to moderate the relationship between different variables. The study by Gao et al (2020) examined the moderating role of perceived organizational support in the relationship between emotional intelligence on turnover intentions in the banking industry in Vietnam. Another study by Morales-Sánchez & Pasamar (2019) found that perceived organizational support has a moderating effect on the relationship between opportunity and organizational citizenship behaviour. The study found that perceived organisational support could moderate the relationship between emotional intelligence and turnover intentions. Similarly, the study by Engelbrecht & Samuel (2019) which was done in South Africa found that perceived organizational support could moderate the relationship between transformational leadership and turnover intentions.

**H03:** Perceived organizational support has no moderating effect on the relationship between transformational leadership and turnover intentions in Tanzanian commercial banks.

**H04:** Perceived organizational support has no moderating effect on the relationship between transactional leadership and turnover intentions in Tanzanian commercial banks.

#### 3.4. Conceptual Framework

Fig. 1 summarizes the theoretical framework of the variables that were used in the study. The framework shows transformational and transactional leadership styles as independent variables while turnover intention is a dependent variable. On the other hand, perceived organizational support is a moderating variable.

### 4. Data and Methods

The study used a quantitative approach which is suitable for studies aiming at establishing relationships among variables (Mwita, 2022). A survey was used to collect data from Head Offices of three selected banks which are CRDB Bank, NMB Bank and UBA bank. Data were collected using a standard questionnaire from April to July, 2022. A simple random sampling technique was used to obtain a sample size of 324. Questionnaires were administered to all 324 respondents with the assistance of one employee from each bank. A total of 249 questionnaires were collected due to the non-response of 75 employees working in the banks. A total of 18 questionnaires were not included in data analysis because they were not filled in properly while others had too many missing values. Data analysis was conducted by using 231 questionnaires. Data analysis involved both descriptive and inferential statistics. Transformational leadership was measured using 12 statements in a five-point Likert scale developed by Bass & Avolio (1997). Similarly, transactional leadership was measured using a five-point Likert scale which was developed by Bass & Avolio (1997) which had 6 statements. Perceived organizational support was measured using a seven-point Likert scale developed by Eisenberger et al (1986) which had 8 statements. Turnover intention was measured using a five-point Likert scale developed by Roodt (2004) which had 6 statements.

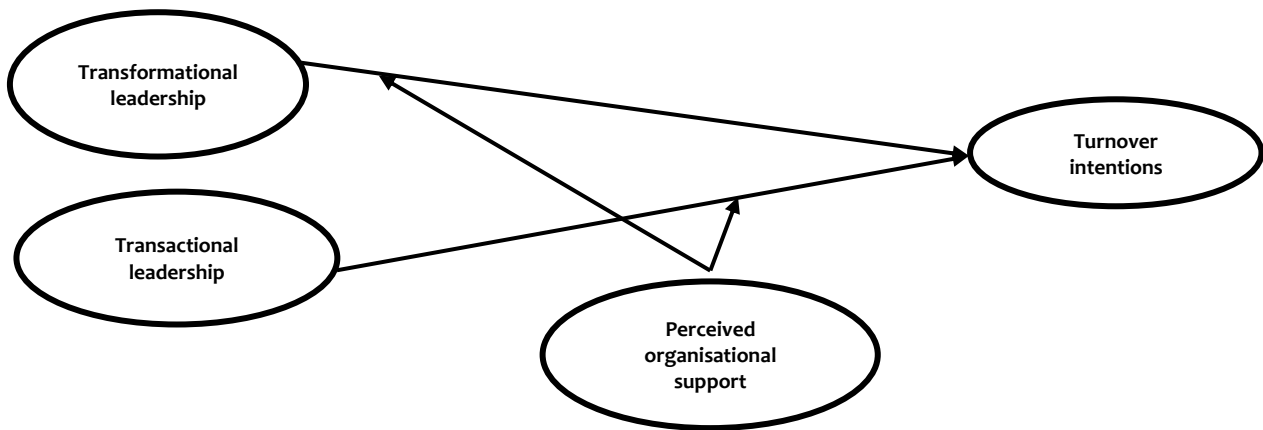


Figure 1: Conceptual framework

Source: Research Results, 2022

## 5. Results and Discussion

### 5.1. Descriptive Statistics

Descriptive statistics from table 1 show that transformational leadership has a weighted mean and standard deviation of 3.12 and 1.269 respectively. On the other hand, transactional leadership has a weighted mean and standard deviation of 3.1 and 1.128 respectively. The findings give an implication that both leadership styles are practiced above average and they are both given equal weight in the banks where this study was conducted since there is no significant disparity between their respective mean scores. Perceived organizational support has a weighted mean and standard deviation of 3.5 and 1.287 respectively. Based on these findings, respondents perceive that organizational support in their respective banks is ‘good’ if the scale is translated into worst, bad, average, good and very good. Turnover intention has a weighted mean of 2.18 and standard deviation of .935. This indicates that employees in the selected banks sometimes think of leaving their banks (when the scale is translated into *Never, rarely, sometimes, often and always*).

### 5.2. Validity of the Research Instrument

#### 5.2.1 Convergent and Discriminant Validity

Convergent validity and discriminant validity were tested to determine validity of the constructs used in the study. Standardised factor loading, average variance extracted (AVE) and composite reliabilities were considered in testing convergent validity. As a rule of thumb, constructs are considered valid when AVE is greater than 0.5, CR is greater than 0.6 and standardised factor loading is above 0.4 (Chareonwongsak, 2017). Based on the findings presented in Tab. 2, all the constructs used in the study meet the above criteria.

#### 5.2.2 Discriminant Validity

In discriminant validity, the rule is that AVE values have to be greater than their squared correlations which is the case as it can be seen in Tab. 3.

### 5.3. Correlation Analysis Findings

The findings in Tab. 4 show that transformational leadership negatively correlates with turnover intentions ( $r=-0.506, p<0.01$ ). Similarly, transactional leadership negatively correlates with turnover intentions ( $r=-0.514, p<0.01$ ). It was also found that perceived organizational support negatively correlates with turnover intentions ( $r=-0.551, p<0.01$ ).

Table 2: Convergent validity

Construct	Item loading	AVE	Cronbach alpha	CR
Turnover Intentions	.765	.638	.797	.761
TI1	.678			
TI2	.756			
TI3	.765			
TI4	.688			
TI5	.778			
TI6	.654			
Perceived Organizational Support		.723	.876	.751
POS1	.872			
POS2	.762			
POS3	.789			
POS4	.792			
POS5	.823			
POS6	.798			
POS7	.764			
POS8	.770			
Transformational Leadership		.672	.910	.691
FL1	.697			
FL2	.613			
FL3	.712			
FL4	.783			
FL5	.762			
FL6	.762			
FL7	.657			
FL8	.672			
FL9	.654			
FL10	.762			
FL11	.681			
FL12	.671			
Transactional Leadership		.876	.956	.768
NL1	.813			
NL2	.897			
NL3	.872			
NL4	.782			
NL5	.781			
NL6	.812			

Source: Research Results, 2022

**Table 1:** Descriptive results for the study variables

Construct	Mean	Standard deviation
<b>Transformational Leadership</b>		
FL1: My supervisor makes others feel good to be around him / her	3.30	1.055
FL2: I have complete faith in my supervisor	3.11	1.135
FL3: I am proud to be associated with my supervisor	3.00	1.142
FL4: My supervisor expresses in a few simple words what we could and should do	3.00	1.099
FL5: My supervisor provides appealing images about what we can do	3.06	1.103
FL6: My supervisor helps me find meaning in my work	3.14	1.234
FL7: My supervisor enables others to think about old problems in new ways	3.05	1.124
FL8: My supervisor provides others with new ways of looking at puzzling things.	3.01	1.146
FL9: My supervisor gets others to rethink ideas that they have never questioned before.	3.06	1.146
FL10: My supervisor helps others develop themselves	3.34	.898
FL11: My supervisor lets others know how he /she thinks we are doing	3.35	3.013
FL12: My supervisor gives personal attention to others who seem rejected.	2.98	1.021
Weighted Mean & Standard Deviation	3.12	1.269
<b>Transactional Leadership</b>		
NL1: My supervisor tells others what to do if they want to be rewarded for their work	3.30	1.055
NL2: My supervisor provides recognition/rewards when others reach their goals.	3.11	1.135
NL3: My supervisor calls attention to what others can get for what they accomplish.	3.00	1.142
NL4: My supervisor is always satisfied when others meet agreed-upon standards	3.00	1.099
NL5: As long as things are working, my supervisor does not try to change anything	3.06	1.103
NL6: My supervisor tells us the standards we have to know to carry out our work	3.14	1.234
Weighted Mean & Standard Deviation	3.1	1.128
<b>Perceived Organizational support</b>		
POS1: The organization values my contribution to its well-being	3.64	.981
POS2: The organization fails to appreciate any extra effort from me	3.46	1.070
POS3: The organization would ignore any complaint from me	3.60	2.826
POS4: The organization really cares about my well-being	3.49	1.054
POS5: Even if I did the best job possible; the organization would fail to notice	3.43	1.073
POS6: The organization cares about my general satisfaction at work	3.45	1.082
POS7: The organization shows very little concern for me	3.45	1.078
POS8: The organization takes pride in my accomplishments at work	3.46	1.130
Weighted Mean & Standard Deviation	3.50	1.287
<b>Turnover Intentions</b>		
TI1: How often have you considered leaving your job?	2.65	.845
TI2: To what extent is your current job satisfying your personal goals	2.84	.877
TI3: How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	2.96	.943
TI4: How often do you dream about getting another job that will better suit your personal needs?	2.87	.907
TI5: How likely are you to accept another job at the same compensation level?	2.80	1.003
TI6: How often do you look forward to another day at work?	2.87	1.036
Weighted Mean & Standard Deviation	2.81	.935

Source: Research Results, 2022

**Table 3:** Discriminant validity

Construct	Transformational Leadership	Transactional Leadership	Perceived Organizational Support	Turnover Intentions
Transformational Leadership	<b>.934</b>			
Transactional Leadership	.898	<b>.889</b>		
Perceived Organizational Support	.714	.695	<b>.765</b>	
Turnover intentions	.506	-.514	-.551	<b>.686</b>

Note: The values in bold along the diagonal indicate AVE values

Source: Research Results, 2022

## 5.4. Regression Analysis Findings

### 5.4.1 Transformational Leadership, Turnover Intentions and Perceived Organizational Support

Table 5 shows the results from analysis of variance. Based on the results, F value before moderation (model 1) is 78.473 with the corresponding significance value of 0.000 and after moderation is 55.015 (model 2) with the corresponding significance value of 0.000. Since the significance value in both models is below 0.05, it implies that the models can significantly

explain the turnover intentions.

Table 6 shows that regression coefficients confirm that transformational leadership is a significant negative predictor of turnover intentions ( $\beta = -0.506$ ,  $p = 0.000$ ). Moreover, perceived organizational support negatively moderates the relationship between transformational leadership and turnover intentions ( $\beta = -0.453$ ,  $p = 0.000$ ).

**Table 4:** Correlations among variables

Indicator		Transformational Leadership	Transactional Leadership	Perceived Organisational Support	Turnover Intentions
Transformational Leadership	Pearson Correlation	1			
	Sig. (2-tailed)	.000			
Transactional Leadership	Pearson Correlation	.939*	1		
	Sig. (2-tailed)	.000	.000		
Perceived Organizational Support	Pearson Correlation	.714*	.695*	1	
	Sig. (2-tailed)	.000	.000	.000	
Turnover Intentions	Pearson Correlation	-.506	-.514	-.551	1
	Sig. (2-tailed)	.000	.000	.000	
	Sig. (2-tailed)	.000	.000	.000	.000

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

Source: Research Results, 2022

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

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.069	1	17.069	78.473	.000 <sup>b</sup>
	Residual	49.593	228	.218		
	Total	66.662	229			
2	Regression	21.763	2	10.882	55.015	.000 <sup>c</sup>
	Residual	44.899	227	.198		
	Total	66.662	229			

Note: a. Dependent Variable: Turnover intentions.

b. Predictors: (Constant), Transformational Leadership.

c. Predictors: (Constant), Transformational Leadership, Perceived Organisational Support

Source: Research Results, 2022

**Table 6:** Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.706	Beta		35.745	.000
	Transformational Leadership	-.281	.032	-.506	-8.858	.000
2	(Constant)	3.934	.109		35.960	.000
	Transformational Leadership	-.131	.043	-.235	-3.025	.003
	Perceived Organizational Support	-.199	.041	-.379	-4.872	.000
	Interaction	-.145	.040	-.453	-3.499	.009

Note: Dependent Variable: Turnover intentions

Source: Research Results, 2022

### 5.4.2 Transactional Leadership, Turnover Intentions and Perceived Organizational Support

**T** ab. 7 shows that F value before moderation (model 1) is 82.006 with the corresponding significance value of 0.000 and after moderation is 56.966 (model 2) with the corresponding significance value of 0.000. Since the significance value in both models is below 0.05, it means both models can significantly explain the turnover intentions.

Tab. 8 shows that regression coefficients confirm that

transactional leadership is a significant negative predictor of turnover intentions ( $\beta=-.514$ ,  $p=.000$ ). Moreover, perceived organizational support negatively moderates the relationship between transactional leadership and turnover intentions ( $\beta=-.378$ ,  $p=.000$ ).

### 5.5. Summary of Hypothesis Findings

**A** summary of the results obtained from hypothesis testing is summarized in Tab. 9 which shows that all the tested hypotheses were rejected.

**Table 7:** ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.634	1	17.634	82.006	.000 <sup>b</sup>
	Residual	49.028	228	.215		
	Total	66.662	229			
2	Regression	22.277	2	11.139	56.966	.000 <sup>c</sup>
	Residual	44.385	227	.196		
	Total	66.662	229			

Note: a. Dependent Variable: Turnover intentions.

b. Predictors: (Constant), Transactional leadership.

c. Predictors: (Constant), Transactional leadership, Perceived Organizational Support

Source: Research Results, 2022



Table 8: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	3.670	.098		37.524	.000
	Transactional Leadership	-.271	.030	-.514	-9.056	.000
2	(Constant)	3.929	.107		36.624	.000
	Transactional Leadership	-.137	.040	-.260	-3.448	.001
	Perceived Organizational Support	-.193	.040	-.367	-4.873	.000
	Interaction	-.178	.034	-.378	4.129	.015

Note: a. Dependent Variable: Turnover intentions

Source: Research Results, 2022

Table 9: Hypothesis findings

Hypothesis	Results	Decision
<b>H01:</b> There is no significant linear relationship between transformational leadership and turnover intentions	$\beta = -0.506$ , P-value = 0.000	Reject
<b>H02:</b> There is no significant linear relationship between transactional leadership and turnover intentions	$\beta = -0.514$ , P-value = 0.000	Reject
<b>H03:</b> Perceived organizational support has no moderating effect on the relationship between transformational leadership and turnover intentions	$\beta = -0.453$ , P-value = 0.000	Reject
<b>H04:</b> Perceived organizational support has no moderating effect on the relationship between transactional leadership and turnover intentions	$\beta = -0.378$ , P-value = 0.000	Reject

Source: Research Results, 2022

## 6. Discussion

The study found that selected commercial banks use both transformational and transactional leadership styles and give both styles equal weight. This entails that an organization may have a blend of both styles. This was initially suggested by Bass (1985) who indicated that a leader may use both theories based on prevailing context. Further, Woods (2007) argued that when both styles are used, it can bring tremendous outcomes in an organization. With regard to turnover intentions in the commercial banks that were used in this study, it is evident that employees working for the banks sometimes consider leaving their banks. This gives the impression that employees in these banks are not always comfortable working in their banks since they sometimes have second thoughts about leaving. Transformational leadership was found to have a negative relationship with turnover intentions, which connotes that when a commercial bank considers using this style more, it is more likely to reduce turnover intentions in commercial banks. The findings are consistent with the findings from other empirical studies (Mittal, 2016; Ohunakin et al., 2019; Tian et al., 2020; Alshehl, 2022).

Transformational leadership plays an important role in transforming employees from prioritizing self-interests to pursuing organizational interests Masood et al (2020). In the context of a banking sector, working as a team and making organizational interests are very important when considering the competitive environment these organizations operate in. People who prioritize organizational interests are more likely to stay with their organizations and therefore it reduces their turnover intentions. This is confirmed by this study's findings since organizational citizenship behavior was found to have a mediating effect on the relationship between transformational leadership and turnover intentions. Employees with organizational citizenship behavior are expected to focus on ensuring that organizational goals are achieved.

Transactional leadership style was found to have a negative linear relationship with turnover intentions. This means that when leaders use more of transactional leadership, they will experience less turnover intention of people they lead. These findings contradict the findings by Shbail & Shbail (2020). The fact that commercial banks are faced with turnover intentions, transactional leadership may play an important role in dealing with the problem since one of the reasons for leaving organizations is seeking for better financial rewards in other organizations. When leaders consider using transactional leadership, employees are expected to be motivated to work harder to be rewarded (Purba & Sudibjo, 2020). This will probably reduce the number of employees who consider leaving their respective organisations

because of the presence of better rewards in other organizations.

With regard to the mediation effect, the study found perceived organizational support to play a moderating effect on the relationship between both leadership styles and turnover intentions. This entails that in the presence of any of the leadership styles when employees perceive that there is organizational support, turnover intentions may decrease. Arguably, both styles when are practiced in an organization may trigger a sense of organizational support among employees. This gives an impression that organizations should only practice these styles but also consider supporting their employees in various ways to enhance an employee retention rate.

## 7. Conclusion

This study focused on examining the influence of transformational and transactional leadership styles on turnover intentions. Further, the study examined the moderating effect of perceived organizational support on the relationship between the two leadership styles and turnover intentions in Tanzanian commercial banks. It was found that for commercial banks to retain their respective employees it is important to use both transformational and transactional leadership styles since they have a negative effect on turnover intentions. Further, better results could be achieved once employees perceive the presence of organizational support


## 8. Limitations

This study used a quantitative method which is not capable of answering the question 'how'. Future studies may consider using a mixed approach to get more insights from the respondents. Data collection was done in Head offices of three commercial banks in Tanzania. Leadership practices in head offices might be different compared to practices in their respective branches. A more comprehensive study which will be done in bank branches is therefore recommended.

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## 10. Competing interests

 The authors declare that they have no competing interests.

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