

TRANSFORMATIONAL LEADERSHIP AND TURNOVER INTENTION:
THE MEDIATING EFFECTS OF TRUST AND JOB PERFORMANCE



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THE MEDIATING EFFECTS OF TRUST AND JOB PERFORMANCE

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ABSTRACT

Transformational leadership has been found to have a negative relationship to employee turnover intention, but there does not seem to be any study that examines the mediating effects of trust and job performance on the relationship of transformational leadership to turnover intention. This study attempts to fill this knowledge gap by investigating the mediational effect with multiple mediators. The study was conducted among 187 employees of the international fast food chains in Bangkok, Thailand. A non-probability convenience sampling technique was used to collect the data.

Transformational leadership was operationalized as the extent a leader who transforms followers to perform beyond their expectation by triggering their intellectual works, raising confidence and creativity. Trust was operationalized as the extent to a psychological state comprised the expectations, assumptions or beliefs about the likelihood that another's future actions will be beneficial, favorable or, at least, not detrimental. Job performance was operationalized as the extent to an aggregated set of behaviors that an employee contributes directly and indirectly to the organization.

Turnover intention was operationalized as a cognitive process of thinking, planning and

desiring to leave a job. Regression analysis with bootstrap method was used to analyze the data. The results supported the mediational model whereby transformational leadership was both directly and indirectly predicted turnover intention, and the mediating effects of trust and job performance were significantly negative on the relationship of transformational leadership to turnover intention.

Approved: _____

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JOH

Signature of Advisor

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CHAPTER 1

INTRODUCTION

Over the past two decades, the relationship of transformational leadership to positive attributes in organizations has been often researched topic. Studies found positive impacts of transformational leadership on various job outcomes such as higher job satisfaction (Medley & Larochelle, 1995); unit cohesion (Sparks & Schenk, 2001); motivation (Masi, 2000); unit effectiveness (Lowe & Galen Kroeck, 1996); team cohesiveness (Stashevsky & Koslowsky, 2006) and organizational learning (Zagoršek, Dimovski, & Škerlavaj, 2009).

Transformational leadership is characterized by a leader who has the ability to transform followers preferences and values for the betterment of the organization goal (Mackenzie, Podsakoff, & Rich, 2001) . Transformational leadership is a robust model of honesty, integrity, compassion, fairness and lifelong learning (Warrick, 2011). To achieve any target a transformational leader motivates followers' abilities to conceptualize, comprehend, and analyze problems and improve the quality of solutions that they generate. According to Carless, Wearing, and Mann (2000), transformational leadership contained seven types of behavioral constructs: vision, staff-development, supportive leadership, empowerment, innovative or lateral thinking, leading by example and charismatic leadership.

Turnover intention is a phenomenon that jeopardizes the achievement of an organization's predetermined goals, strategy and operational consistency, regardless of its

locations and sizes (Hom & Kinicki, 2001). According to Hellman (1997), turnover intentions is the cognitive process of thinking, planning and desiring to leave a job. Generally, turnover intention is associated with negative effects such as an increase of unnecessary costs and a decrease in organizational competitiveness (Allen & Griffeth, 2001). High staff turnover not only indicates a poor working environment, but it also increases workloads for the remaining employees and disrupts team cohesion, which associated with tremendous negative outcomes, such as increased unnecessary financial costs (Gschwandtner & Lambson, 2006), reduced organizational commitment (Chao-Sung, Pey-Lan, & Ing-Chung, 2006; Harris & Cameron, 2005) and an increase in employees job stress (Zhong, Siong, Mellor, Moore, & Firth, 2006). However, to reduce an employee's turnover consequence, managers often apply financial motivation or a compensation strategy that seems to be ineffective and old fashioned. Several scholars argue that money motivation strategy encourages employees to reduce job performance (Berta, 2008; Muhammad Ehsan Malik, 2011).

Trust has been identified as an important variable to build organizational success. Trust is defined as the extent of a persons willingness to ascribe good intentions to, and to have confidence in the words and actions of, other people (Colquitt & Rodell, 2011). The importance of trust has been cited in major organizational areas such as transformational leadership and organizational citizenship behavior (Jung & Avolio, 2000; Kelloway, Turner, Barling, & Loughlin, 2012), negotiation (Lance, 1988) and performance appraisal (Yafang & Shih-Wang, 2010). Trust relationship is based on the expectancy that the

words or promises of others can be relied on. Yi-Feng (2012) found that when trust exists in an organization, employees feel their works to be more interesting and satisfying.

Job performance is a construct that is widely used in industrial/organizational psychology, organizational behavior, and human resource management (T. Yafang & W. Shih-Wang, 2010). Job performance is defined as an aggregated set of behaviors that an employee contributes directly and indirectly for the organizational goals (Rich, Lepine, & Crawford, 2010). Job performance refers to scalable actions and outcomes that employees engage in or bring about that are linked with and contribute to organizational goals. In general, job performance contains three broad dimensions: task performance, organizational citizenship behavior and counterproductive behaviors. Job performance is an important issue for academics, as well as for practitioners and managers.

Very few studies have gone so far as to address how transformational leadership is related to turnover intention. There seems to be no study that tests the mediating effects of trust and job performance on the relationship of transformational leadership to turnover intention. The goal of this thesis is to investigate the mediating effects of trust and job performance on the relationship of transformational leadership to employee turnover intention. Specifically, it is hypothesized that transformational leadership will negatively predict turnover intention and the indirect effects of trust and job performance will be significant.

1.1 Statement of the Problem

To test the hypotheses, a survey among the employees of the fast food chains in Bangkok, Thailand was conducted. The international fast-food chains were chosen for four particular reasons.

First, the fast-food chains experienced a tremendous growth of 30-40% a year in Thailand (Phulkerd, 2007), among the simultaneous expansion of Foreign Direct Investment (FDI) in foods and hospitality industries over the years (BOI, 2012) . Meanwhile, high voluntary turnover remains one of the most troubling issues for hospitality businesses, especially the fast food restaurant segment over the decades. According to a fast-food restaurant survey in the United States, the average annual turnover rate among restaurants was over 120 percent (Statistics, 2009). Similarly, M. J. Harris (2010) noted that employee turnover rates at fast food industry was at 250% to 300%, which was the highest when compared to any other industries.

Second, staff turnover has been one of the major problems in most of the ASEAN (Association of Southeast Asian Nations) countries such as Thailand, Malaysia and Taiwan (Ahmad & Bakar, 2003). Recent research by Ramlall (2004) found that frequent job changing became routine in Asian countries. To minimize this negative phenomenon, it is mandatory to emphasize turnover research in Asia because employee turnover research has been conducted mostly in the USA, Australia and the UK (Holtom, Mitchell, Lee, & Eberly, 2008).

Third, Economist (2012) recently noted that, employment in the service sector (restaurants, hotels and other relevant to the hospitality industry) accounted for 40% of

total employment in Thailand. To sustain competitive advantage and strategic aims, it is important to retain workers because high turnover significantly increases subsequent erosion in restaurants profitability (DiPietro, Thozhur, & Milman, 2007). Hiring and training new workers often results in massive reductions of productivity, customer satisfaction and service effectiveness (Glebbeck & Bax, 2004; Shaw, Duffy, Johnson, & Lockhart, 2005). Woods and Macaulay (1989) estimated that a new hourly restaurant employee took six months to reach full productivity.

I believe that staff turnover intention is result of a bad manager. People leave their bosses rather than their companies. A bad boss drives a dream job into a nightmare. Even the best employees can be hampered by poor leadership. In this regard, I believe that a good manager's quality and behavior can generate trust and job performance in their subordinates and that trust and job performance will makes them less likely to leave their job. This study attempts to explore the reasons of how managers transformational leadership could identify turnover intention and how managers can develop appropriate interventions to enhance competitive advantage and prevent staff turnover intention.

1.2 Research Objectives

The objective of this study is to investigate the mediating effects of trust and job performance on the relationship of transformational leadership to turnover intention in fast-food industry. Specifically this study proposes that there is a negative relationship between transformational leadership and followers turnover intention and that relationship is mediated by trust and job performance.

1.3 Scope of Research

The survey was conducted among 187 full time Thai employees working at the fast food chains operating in Bangkok, Thailand. The participants were employed fulltime and their working schedule was morning to evening shift. The participants were received a structured questionnaire to assess their managers transformational leadership style, trust, job performance and turnover intention. The study was conducted from July 2013 to January 2014.

1.4 Background of Fast Food Restaurants in Thailand

Fast-food restaurant is one of the popular franchise markets growing most rapidly in Thailand. Fast food restaurant is characterized as a quick, efficient, easily accessible alternative to home-cooked meals. Examples of food sold included burgers, fried chicken, hot dog, pizza and sandwiches etc. Fast food restaurant is considered as synonymous quick service restaurant (QSR) for its quicker service and take-out-ready foods. Fast food restaurants are typically part of a chain restaurant or franchise. Some American fast food restaurants (QSR) are Kentucky Fried Chicken (KFC), McDonalds, Burger King, Starbucks coffee, Dunkin Donuts, Au bon pain, Subway, Domino's pizza and Pizza Company had a total of 632 branches with approximate 8,850 employees working all over the Bangkok (www.soidb.com, 2014).

Since the introduction of fast food restaurants in Thailand, the growth of fast food showed double digit growth in 2002 (www.euromonitor.com, 2015). There is a growth and development of fast-food industries for the office workers who live in big cities because they only have shortened lunch hour for their break (Hanson, 2002). This

changes in food consumptions of the working class groups extended due to the spouse employments, which has encouraged consumption of meal outside home, and for this reasons many international fast food chains implementing localizing their menus for instance, Kentucky Fried Chicken (KFC) in Thailand has started serving several Thai dishes which emphasize them to getting locals who are eating localized items regularly. However, the size of the fast food or quick service restaurant (QSR) also has grown through the young Thai generation as they tended to adopt a broad minded view of foods.

1.5 Research Question

The research question integrates the transformational leadership, trust, job performance, and turnover intentions within the context of fast-food restaurants business in Thailand. Specifically, the study seeks to ascertain the mediating effects of trust and job performance on the relationship of transformational leadership to employee turnover intention.

1.6 Importance of the Study

The importance of this study is two-folds, research application and practical significance. Research application allows organizational researchers to use the results to format their future research and build transformational leadership theory. Practical significance involves fast food administrators and organizational researchers to train manager to develop their transformational leadership skill to create trust and job performance to reduce employees turnover intention.

1.7 Definition of Key Terms

Transformational leadership is described as a process by which a leader brings about significant positive changes in individuals, groups, teams, and organizations (P. M. Podsakoff, MacKenzie, & Bommer, 1996). Transformational leader stimulates interest among followers for a collective goal to reach a higher level of potential. An important aspect of transformational leadership is that it encourages followers to transcend their self-interest for the purpose of the greater collective group (Bass, 1999).

Transformational leadership theory includes seven types of behaviors: vision, staff development, supportive leadership, empowerment, innovative or lateral thinking, leads by example and charismatic leadership (Carless et al., 2000).

Trust is defined as a psychological state comprising of the intention to accept vulnerability based upon positive expectations of the intentions or behaviors of another (Rousseau, Sitkin, Burt, & Camerer, 1998). Trust is the willingness of a party to accept that the other party will perform a particular action in an expected way (Mayer, Davis, & Schoorman, 1995). Trust is not taking risk, but a willingness to take risk.

Job performance is defined as an aggregated set of behaviors that an employee contributes both directly and indirectly to the organizational goals (Rich et al., 2010). Job performance is a construct of efforts, skills, and outcomes that are important to any firms. Effort is an input to work; job performance is an output from this effort.

Turnover intention Turnover intention refers to the subjective estimation of an individual regarding the probability that she or he will leave the organization in the near future (Mobley, 1982). Hellman (1997) defined turnover intention as the behavioral

intention illuminating an individual's intention to leave the organization. Turnover intention is the final cognitive step in the decision-making process of a voluntary turnover (Griffeth, Hom, & Gaertner, 2000).

1.8 Conceptual Model and Hypotheses

Although the study is a non-experimental, regression analysis with bootstrapping method of Preacher and Hayes (2008) will be used to evaluate the research model in an indicative manner. Specifically it is hypothesized that (1) transformational leadership will predict followers turnover intention. I further expected that, transformational leader quality and behaviors would generate trust and job performance in their subordinates and that trust and job performance will make them less likely to leave their jobs. Therefore, it is hypothesized that (2) trust and (3) job performance will mediate the relationship of transformational leadership to turnover intention.

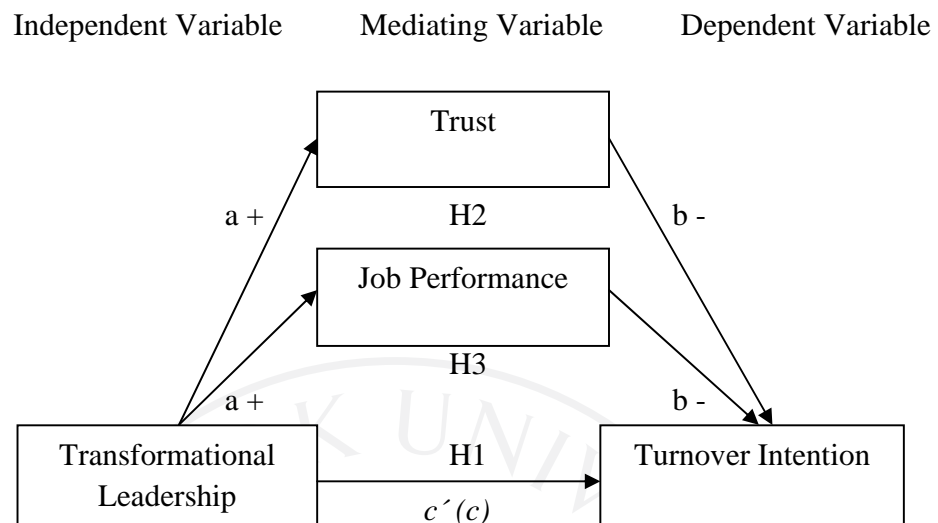


Figure 1.1: Conceptual Model

Hypothesis 1: Transformational leadership would negatively and significantly predict turnover intention.

Hypothesis 2: Trust would mediate the relationship of transformational leadership to turnover intention.

Hypothesis 3: Job performance would mediate the relationship of transformational leadership to turnover intention.

1.9 Theoretical Framework

The theoretical framework of the proposed model was based on Bandura (1986) social cognitive theory model that hypothesized triadic reciprocal relationship among persons, the environment and behavior variables. Social cognitive theory is more comprehensive than social learning or the behavioral approach to human action.

Bandura's theory (Bandura, 1986) emphasized the notion that environment is not that only thing that influences behavior. People are influenced their own behavior thought and environment. There is a back and forth communication. In other words everything that a person experience has multiple influences. A person mood can be influenced by environment and behavior. This is why it is possible for an individual to become a completely different person in different social situation. In organization numerous factors play a role in employee's behavior. For instance, staff performance (behavioral factor) is influenced by how the workers themselves are affected (person factor) by organizational strategies (environmental factor).

CHAPTER 2

LITERATURE REVIEW

In the following sections, the constructs of the transformational leadership, trust, job performance and turnover intention and their relationships will be described.

2.1 Transformational Leadership

The concept of transformational leadership was first developed by Burns (1978) in a political science context, and was later formulated into a theory of leadership in organizations by Bass (1985). Transformational leadership is based on trust and commitment created and sustained in the organization. According to Burns (1978), transformational leader are those who motivate and support follower to develop higher levels of performance. In other words, transformational leaders inspire followers to transcend their self-interest to become more effective in pursuing organizational goals.

Bass and his colleagues, Avolio and Bass (1999); and Hartog, Van Muijen, and Koopman (1997), claimed that transformational leadership was the most effective leadership as compared to other major leadership theories (e.g. transactional leadership or laissez-faire leadership). Scholars found transformational leadership is a model of integrity and fairness, that encourage peoples and helps followers to reach full potential to perform beyond the expectations specified in the implicit or explicit exchange agreement (Kuhnert & Lewis, 1987). Other major leadership theories only focused on rational contracts where leaders provide rewards in return for the employees effort when subordinate performs below expectation negative approach is implemented in the form of

coercion, criticism and other forms of punishment which is completely opposite to the notion of transformational leadership theory.

An important aspect of transformational leadership is a transformational leader motivate their associates, colleagues, followers, clients and even their bosses to go beyond their individual self-interests for the good of the group, organization or society, there has been accumulating evidence that, transformational leadership has a positive effect on employees job satisfaction (Berson & Linton, 2005); and their organizational goals (Berson & Avolio, 2004).

Carless, Wearing, and Mann (2000) pointed out transformational leadership contained seven type of behaviors. These elements are vision, staff-development, supportive leadership, empowerment, innovative or lateral thinking, leads by example and charismatic leadership.

Vision behavior refers to the transformational leaders creation of a dynamic organizational vision that often necessitates a metamorphosis in cultural values to reflect greater innovation rather than adopting reward and punishment strategy. Through the process of vision a transformational leader develop a sense of organizational mission, articulates how it can be reached, and sets an example to be followed. To achieve the vision, leaders attempt to greater effort and develop employees self-interest to believe the organizational goals as their own goals (Rafferty & Griffin, 2004).

Staff development refers to transformational leaders cooperation and positive harmony towards the employees professional development. Through staff development behavior a transformational leaders pays attention to diagnose individual subordinates'

growth and development on a regular basis. Leaders' staff development behavior provides continuous follow-up, feedback, motivation, cooperation and positive harmony and, perhaps more importantly links to elevate the employees needs and abilities. Staff development behavior also creates interpersonal ties with subordinates, which emphasize them to align more organizational citizenship behavior (Mackenzie, Podsakoff, & Rich, 2001; Podsakoff, MacKenzie, Paine, & Bachrach, 2000).

Supportive leadership refers to transformational leader's care about staffs individual achievements and frequent individualized consideration. Through supportive leadership behavior a leader construct an appropriate psychological supportive work environment. Supportive behavior mostly associated with employees favorable affective responses such as job satisfaction (Singer & Singer, 1990).

Empowerment refers to empower subordinates by encourage autonomy in choosing valued goals. Through empowerment behavior leaders encourage independence to subordinates decision-making rather than control. Empowering strategy impacts the follower's greater feeling of responsibility, higher motivation and effort (Masi, 2000).

Innovative or lateral thinking refers to transformational leader change the status quo as well as emphasize on innovative thinking by implementing unconventional strategies to achieve organizational goals. Typically, transformational leaders innovative thinking encourages follower's innovative implementation behavior where lateral thinking encourages follower to think of problems in a new ways and enjoy the challenging opportunities. According to self-willingness theory when followers have freedom for spontaneous innovation they are likely to exhibit robust outcomes. The

effects of Innovative or lateral thinking have seen to increase followers abilities to conceptualize, comprehend, and analyze problems and improve the quality of solutions. Several studies have shown that transformational leadership has a positive impact on team innovation (Eisenbeiss, van Knippenberg, & Boerner, 2008); organizational innovation (Gumusluoglu & Ilsev, 2009); and on reduction of employee cynicism (Bommer, Rich, & Rubin, 2005).

Lead by example refers a transformational leaders fairness, justice, and consistency that have been promised. Leads by example associated with leaders' personification of a role model. This behavioral component is the foundations that begin the bond between leader and followers, because lead by example develops a leader of being admired, respected and trusted, which the followers identify with and want to emulate.

Charismatic leadership refers to a person's ability to influence others. In other words, charismatic leadership behavior is a personal magnetic and mystical quality that generates great power and influence. Charismatic leadership behavior provides transparency when the situation is unclear, encourage to leader to takes the risks that oppose the status quo and accept personal sacrifices (Babcock-Roberson & Strickland, 2010). Transformational leaders' charismatic behavior motivates follower's self-efficacy, enthusiasm and confidence. A meta-analysis found that, charismatic leadership is an essential qualities of a transformational leader and often they treat as equivalent (Yukl, 1999). A research foundation by Global Leadership and Organizational Behavior Effectiveness (GLOBE) program with 170 social scientists in 62 cultures around the

world found that, charismatic leadership and team-oriented leadership dimensions were contributes to huge success is nearly all cultural contexts and the researchers also found these two dimensions to have strong similarities with the transformational leadership (House, Hanges, Javidan, Dorfman, & Gupta, 2004).

Very few studies have gone as far to address how transformational leadership predicts follower's turnover intentions. The leadership academic community and the social science attentions mostly found the negative associations of transformational leadership to staffs job related stress (Sosik & Godshalk, 2000) and burnout (Hetland, Sandal, & Johnsen, 2007). Recently organizational psychologists found some of the main reasons for turnover intention are job dissatisfaction and poor leadership (Christina Yu-Ping, Mei-Huei, Hyde, & Hsieh, 2010). A recent exploratory study found that, transformational and transactional leadership model have no direct significant effects to employees voluntary turnover intention, their experiment observed a weak correlations of both leadership theories to employees turnover intentions (C. S. Long, Thean, Khairuzzaman, Ismail, & Jusoh, 2012).

On the one hand, another meta-analysis by DeGroot, Kiker, and Cross (2000) found that, transformational leadership successfully improved employee's operational efficiency and reduced absenteeism. Likewise, a massive research based in profit based businesses, commercial firms, professional coaches and nursing study found that, when leaders are more transformational employees tend to minimize their voluntary turnover intention, because transformational leaders high standards of ethical conduct (Gill, Mathur, Sharma, & Bhutani, 2011; Sang & Yean, 2012).

Based on the above discussion and related evidence, there seems to be a negative association between transformational leadership to turnover intention. Therefore Hypothesis 1: Transformational leadership would negatively and significantly predict turnover intention.

2.2 Trust

Trust has been named as one of the significant variable to the success of an organization. Trust is defined as a psychological state comprising the intention to accept positive expectations of the intentions or behavior of another (Rousseau, Sitkin, Burt, & Camerer, 1998). Trust concept is based on affective, cognitive components. The affective component refers to the belief in the benevolence of the other party during the exchange relationship such as honesty and integrity. On the one hand, the cognitive component refers to the belief that the other party is reliable based on past experience and information held on the person.

According to social exchange theory trust is a consequence of past experiences with the trustee. In other words, trust builds the basis of expectations to subsequent exchanges and as trust develops the extent of exchange increases (Colquitt & Rodell, 2011). According to game theory trust increase prisoner's dilemma-type scenarios, where trustee believes cooperation will be reciprocated (Stashevsky & Koslowsky, 2006). The importance of trust has been cited in numerous areas such as transformational leadership and organizational citizenship behavior (Jung & Avolio, 2000; Kelloway, Turner, Barling, & Loughlin, 2012), negotiation (Lance, 1988) and performance appraisal (Yafang & Shih-Wang, 2010).

Working in organization involves interdependence, where people have to depend on colleagues or manager in a various ways where trust plays a critical role in that hierarchical, dyadic relationship because of the dependency and vulnerability. There have been existed negative correlations of transformational leadership to trust. A meta-analysis by Dirks and Ferrin (2002) found, strong positive correlation between trust in transformational leadership (.72). Empirical evidence shows that transformational leadership is very effective in terms of gaining trust because transformational leader recognize follower's attributes and emphasize an equitable relationship. Transformational leaders' charismatic behavior develops a leader of being trusted, because this behavior component associated with fairness, transparency and positive harmony (Bass, 1990). Tremblay (2010) found trust mediated the relationship between transformational leadership and unit commitment to turnover intention of Canadian Forces Personnel. Podsakoff, MacKenzie, Moorman, and Fetter (1990) also found positive association between transformational leadership, trust, and organizational citizenship behaviors. Their finding indicates that transformational leadership predicted trust, and trust predicted organizational citizenship behavior, that means trust triggers employees to adopt more responsibility.

There have been existed negative correlations of transformational leadership to trust and job performance. Jung and Avolio (2000) and Mackenzie et al. (2001) asserted when trust existed employees showed more organizational citizenship behavior (OCB) because of their prediction of reciprocal behavior from trustees. A good example has been proven by Dirks (2000) trust in sporting context; his experiment found trust

mediates the past and future team performances. Mackenzie et al. (2001) found, trust mediates the relationship between transformational leadership and organizational citizenship behavior. A mediation analysis found trust significantly mediates the relationship of transformational leadership and followers job performance (Jung & Avolio, 2000), their study addressed trust mediate relationship on transformational leadership to job performance. Goodwin, Whittington, Murray, and Nichols (2011) argue that the significance of transformational leadership may not be realized if trust is lacked. Number of results supported trust as a key mediator of employees turnover intention. When manager in not trusted organization generate interpersonal conflict and hidden agendas, which encourage staffs to devalue their contribution and get involved into counterproductive behavior, that may comes from their intention to leave (Afsar & Saeed, 2010; Yui-Tim, Hang-Yue, & Chi-Sum, 2003). Nine different chain restaurants studies conducted by Davis, Schoorman, Mayer, and Hwee Hoon (2000) found, trust play a significant role for employees unit performance to turnover intention.

There have been existed negative correlations of trust to employees' turnover intention. Chinese context base study with a sample of 295 firms found that, employees' who trust in the organizations were less likely to quit job (Yui-Tim et al., 2003). Over nine different chain restaurants research by Davis et al. (2000) allocated low trust was negatively related to sales, profits and employee turnover. A Meta analysis by Dirks and Ferrin (2002) also found, significant negative impact of trust to employee's intention to leave (-.41). In a similar vein Zagoršek, Dimovski, and Škerlavaj (2009) asserted, trust has been negatively related to turnover intentions. A recent meta analysis by Stashevsky

and Koslowsky (2006) also confirmed that, trustful relationship between workers and organization helped to increase staffs loyalty and decrease turnover intention.

Based on the above discussion and empirical evidence suggests that there should be a positive relationship between transformational leadership to trust and a negative relationship from job performance to turnover intention. Therefore Hypothesis 2: Trust would mediate the relationship of transformational leadership to turnover intention.

2.3 Job Performance

Job performance is a behavioral that has an effect on organizational effectiveness either positive or negative. According to Rich, Lepine, and Crawford (2010) job performance is an aggregated behaviors that an employee contributes directly and indirectly to the organization. Job performance is an employee's scalable actions that express the quantity and quality for a job. However, job performance is not outcomes, outcomes are the result of an employees performance (Shooshtarian, Ameli, & Aminilari, 2013). According to hospitality research employee's job performance contributes to gain profit (Zeithami, 2000). In marketing perspective, employees job performance directly associates with customer satisfaction (Yee, Yeung, & Cheng, 2008). Job performance contains three broad categories such as: task performance, organizational citizenship behavior and counterproductive behavior.

Growing number of research have begun to highlight how transformational leaderships influence subordinate's job performance directly or even indirectly. In a direct way, transformational leader's simultaneous supports on employee's feelings and

needs to reach higher performance (Dionne, Yammarino, Atwater, & Spangler, 2004). This enforcement has been missing with other type of leadership theories (Hsin-Kuang, Chun-Hsiung, & Dorjgotov, 2012). A field experiment found, during transformational leadership training organizations magnificently boosted financial performance through employees credit cards and personal loan sales (Barling, Weber, & Kelloway, 1996). In a similar vein, an year exploratory research by Howell and Avolio (1993) found, transformational leadership significantly generated followers unit performance by generated an exceptional working environment. Babcock-Roberson and Strickland (2010) found a significant association with transformational leadership to employees organizational citizenship behavior (OCB).

Evidence also found, transformational leaderships positive impact on team cohesiveness, unit effectiveness and organizational learning compare to other major leadership theories (Boerner, Eisenbeiss, & Griesser, 2007). An academia based study within unique relationship of dean (leader) and department heads (followers) results indicated followers performance were higher where the dean's leadership style was transformational, their result found a significant positive relationship between transformational leadership style to job performance (Verdigets, 2008). Meta-analysis by Judge and Piccolo (2004) asserted, transformational leadership helps subordinates to gain job performance, trust and job satisfaction. Asian research by Walumbwa, Peng, Lawler, and Kan (2004) found employees were more satisfied when managers are transformational, it is understandable that satisfied employees tend to be more productive, committed and loyal because job satisfaction is positively and significantly

associate with job performance (Davar & Bala, 2012; Taris & Schreurs, 2009). They call this relationship the 'happy-productive worker hypothesis'. Because a happy workers have a higher feeling of adequacy, productivity, and motivation (Taris & Schreurs, 2009). Therefore transformational leadership been found significantly related to employee satisfaction and job performance in a several studies (Bass, Jung, Avolio, & Berson, 2003; Zhang, Cao, & Tjosvold, 2011).

There has been existed negative correlations between employees performance and turnover intention (Lance, 1988); their result indicated job performance moderate job satisfaction to turnover intention. Wright and Cropanzano (1998) also found a negative relationship between turnover intention and subordinate performance. A hospitality industry research by Hemdi and Nasurdin (2008) asserted, turnover intention caused severe service efficiency, work momentum and team dynamics, which is quite similar with Allen and Griffeth (2001) reports.

At high staff turnover place hiring simultaneous new staff is not the best solution, because it is understandable that new employees are rarely productive as long-tenured ones, since their human capital accumulations much lower (Shaw, Gupta, & Delery, 2002). Research found that mostly it took six months for a new restaurant employee to reach full Productivity (Woods & Macaulay, 1989). A Path analyses based meta-analytic (Tett & Meyer, 1993) and famous U.S. fast food chain study (Kacmar, Andrews, Van Rooy, Steilberg, & Cerrone, 2006) also confirmed employees turnover negatively impact on sales volume, profit margin and organizational unit performance.

Turnover intention staff usually does not have enough motivation to perform well, the reduction of their performance created through job dissatisfaction.

Steel and Ovalle Ii (1984) stated turnover intention is a consequence of job dissatisfaction. Thus, job satisfaction and turnover intention are not completely separate constructs. Job satisfaction is the common mediator of turnover intentions (Huning & Thomson, 2010). In 2010 Taiwanese hospital administrators was faced severe challenge by running hospitals due to the huge nurse turnover rate. Their turnover study identified, nurses' turnover intention were directly impact through job dissatisfaction, therefore to handle the situation hospital administrators decided to improved job satisfaction. After increasing job satisfaction the hospital successfully reduced massive turnover rate and increased significant amounts of organization citizenship behavior (T. Yafang & W. Shih-Wang, 2010). A recent meta-analysis found, satisfied employees mostly boosted productivity to accomplish goals and mostly they have minimum turnover intentions (Harter, Schmidt, & Hayes, 2002).

Based on the above discussion and empirical evidence suggests that there should be a positive relationship between transformational leadership to followers job performance and a negative relationship from job performance to turnover intention.

Therefore

Hypothesis 3: Job performance would mediate the relationship of transformational leadership to turnover intention.

2.4 Turnover Intention

Turnover intention is the cognitive process of thinking, planning and desiring to leave a job. Turnover intention refer to the subjective estimation of an individual regarding the probability of leaving organization in the near future (Mobley, 1982). According to Hellman (1997), turnover intention is the behavioral intentions illuminating an individuals intention to leave the organization. Employees turnover intention is a negative phenomenon because it jeopardizes the progress on achieving predetermined objectives and goals. Meta-analysis Griffeth, Hom, and Gaertner (2000) and research found, turnover intention is the major predictor of actual turnover which followed the theory of planned behavior (Ajzen, 2011). Generally turnover is understood as negatively related to performance in both the private (Shaw, Gupta, & Delery, 2005) and the public sector. This formulation therefore linked turnover directly to organizational performance (Khilji & Wang, 2007).

Employee turnover is divided into two categories, voluntary turnover and involuntary turnover. Voluntary turnover is an employee's decision to terminate the employment relationship. Turnover intention is the final cognitive step in the decision-making process of voluntary turnover (Griffeth et al., 2000). On the one hand, involuntary turnover define an employer's decision to terminate the relationship of the particular employer (Dess & Shaw, 2001). Thus, voluntary turnover represent substantial high costs in both way directly and indirectly. Direct cost involves administrative costs by advertising, recruiting, training and development and indirect cost involve losing social capital. Because when an employee leaves the organization, he/she takes the

valuable knowledge about the organization. Prior of research has proved voluntary turnover involved negative impact on decreasing firms competitiveness globally or even locally (Joy, 1989).

In a high staff turnover organization's employees suffers increased of workloads which typically disrupt team cohesion and eventually this contradiction interrupt the organizational valued outcomes such as unit level performance in terms of both sales and profit (Kacmar et al., 2006). Organizational psychologist found disruptive influence within a high turnover organization, they argued increased amount of staff turnover could negatively and immediately impact over the remaining crews turnover, their research found in an high turnover place remaining employees felt their turnover would be appropriate or even expected (Blomme, van Rheede, & Tromp, 2010).

To obtain the reason of employee turnover is extremely difficult because peoples leave their job for verity of reasons. A conceptual literature review by Steel and Lounsbury (2009) identified three "core mechanisms" in the voluntary turnover process job satisfaction, intention to quit or stay and job search mechanisms. Likewise, other organizational psychologists cited employee turnovers generated by job dissatisfaction, lack of recognition, poor leadership and trust (Christina Yu-Ping et al., 2010).

Current study believes that a manager has a tremendous contribution on their employees' decision to withdraw from the organization. It is important to identify how employee feels about their manager, where a good mangers fairness and transparency leads to a greater trust, loyalty and commitment (Bal, Lange, Ybema, Jansen, & Velde, 2011; Greer, 2002; Hemdi & Nasurdin, 2006; Mulki, Jaramillo, & Locander, 2006). Over

nine different chain restaurants research by Davis et al. (2000) allocated how the low trust have a significant negative impact on employee unit performance and turnover intention. In 2003 Giant global company like, Coca-Cola reduced significant amount of turnover rate by implanting 18 months of management training program to rebuild trust (Reade, 2003). A subsequent meta-analysis by Dirks and Ferrin (2002) also found, significant negative impact of trust to employee's intention to leave (-.41).

Relationship between employee's turnover and job performance is well established. According to Harter et al. (2002) meta-analysis, satisfied employees enhance significant amount of productivity and generally they have lower turnover intention. There is a significant positive correlation between employee turnover and restaurant performance (Brandmeir & Baloglu, 2004; Long, Ajagbe, Nor, & Shahrin, 2012). Besides when a restaurant suffers high voluntary turnover they often starts shrinking their customer satisfaction and organizational effectiveness (Glebbeck & Bax, 2004; Shaw, Duffy, Johnson, & Lockhart, 2005). However, employee turnover cannot be terminated, but present study believes it must be reduce if transformational leadership, trust and job performance exist (Boerner et al., 2007; Dvir, Eden, Avolio, & Shamir, 2002).

CHAPTER 3

METHODOLOGY

3.1 Participants

The population for this study comprised of the international fast food restaurants in Bangkok, Thailand. The participants were full-time employed and the restaurant locations were varied from Terminal 21, Siam Paragon, MBK, Gateway Ekamai, Fortune Town, Platinum Fashion Mall, Central World ZEN, Central Plaza Chaengwattana, Major Cineplex (Major Sukhumvit soi 63), Paradise Park (Seri Center), Seacon Square, The Esplanade and The Mall Bangkok. Each outlet operated seven days per week, the fast-food environment was upscale, counter service was offered and the food was prepared on premises. Mention that, all of the restaurants operation, staff job description and the managers' job characteristics were similar, and that was their commonality.

To distribute the questionnaire, I visited 31 restaurants of 15 international brands; where I presented myself, my research and the purpose the study to the managers. However, I had been refused to conduct the survey from 11 stores of five particular brands. Some of the reasons of rejection were staff's lack of time and less interest. Only twenty restaurants of nine brands were allowed me to distribute the questionnaire and those restaurants were Starbucks, KFC, Pizza Company, McDonald's, Subway, Domino's Pizza, Dunkin Donut, Au Bon pain, and Burger King.

Under the permission of the management, self administrated questionnaires were distributed to the 400 full time employees' (except manager) and requested to answer in

their most convenient time. The managers collected the questionnaire at the end of the day and returned the questionnaire to me on the same day. The questionnaire took about 10 minutes to complete. An accompanying letter was attached with every questionnaire that explained the purpose of the study (see Appendix). The participants signed the consent form acknowledging that their participations were voluntary, that they had the right to refuse participation without having to give reasons. While distribute the questionnaire I assured that all responses were kept confidential and the results would not disclose any personal data. Neither the managers nor the participants were compensated for their assistance or participation. The study was conducted from September 2013 to January 2014.

Total 187 sets of complete questionnaires were returned from employees of 9 different brands of 23 fast-food chains in Bangkok, Thailand. That suggest the total response rate was 43%. According to www.soidb.com (2014) the participated fast food brands had total 632 branches and 8,850 employees' in all around Bangkok, Thailand. The majority of the participants were sixty percent (60 %) female while forty percent (40%) were male. The educational distribution showed that three fifths of the participants (63 %) hold a degree under bachelor's degree; about three fifths (29 %) hold bachelor's degree and almost a tenth (8 %) have higher than bachelor's degree. The participants in this study were young. Three tenths of the participants (32.2%) were 20 to under 20 years. About one thirds (37 %) were 21- 25 years. Slightly higher than tenth (13.3 %) were 26-30 years, 31-35 years (11.7%), a small number of the participants were 36-40 years (4.3%) and 41-Above years (0.5%). the largest numbers of respondents were those

aged 21 to 25 years old and their mean age were 24.17 years. The participant's income per month of Baht (equivalent to US\$ 1 at the Baht 33 to US\$) were 0-9,999 (28%), 10,000-19,000 (48%), 20,000-29,000 (14%), 30,000-39,000 (6.4%) and 40,000 or more was (3.2%). The mean score of income was 2.09, which indicates two fourth (48.1%) earned a monthly income of Baht 10,000-19,000 (US\$ 333- 633).

Table 3.1: Participant's Demographic Characteristic's (N = 187)

Variable	Category	Frequency	Percentage
Gender	Male	75	40
	Female	112	60
Age	20 years and Under	62	32.2
	21 - 25 years	69	37.0
	26 – 30 years	25	13.3
	31 – 35 years	22	11.7
	36 – 40 years	8	4.3
	41 years and over	1	0.5
Education	Lower than Bachelor Degree	118	63.1
	Bachelor Degree	54	28.9
	Higher than Bachelor Degree	15	8.0
Income (Baht)	0 - 9,999	52	27.8
	10,000-19,999	90	48.1
	20,000-29,999	27	14.4

(Continued)

Table 3.1(Continued): Participant's Demographic Characteristic's

Variable	Category	Frequency	Percentage
Income (Baht)	30,000-39,999	12	6.4
	40,000 or More	6	3.2

Exchange Rate: 33 Baht = US\$ 1

3.2 Instruments

The questionnaire of this study contained five parts (1) Transformational leadership, (2) Trust, (3) Job performance, (4) Turnover intention and (5) Demographics (gender, age, income and education). The original scales were in English. The scales were translated into Thai and the translation was checked by three language experts from a university language institute. The reason of distributed the Thai questionnaire was to enhance the respondents' understanding of the statement.

3.2.1 Transformational Leadership. The transformational leadership scale was adapted from Hartog et al. (1997). This scale is known as inspirational leadership scale in Hartog et al. (1997) research. This scale correlated with Bass' Multifactor Leadership Questionnaire (MLQ) and their correlation was (.99). The advantage of this scale is that it is comparatively shorter, modern and had higher internal consistency (Cronbach's alpha .95). Participants were required to rate their manager's transformational leadership behavior using five-point Likert type items ranging from (1= Strongly Disagree) to (5= Strongly Agree). Sample items included 1. I have complete confidence in my manager, and 17. My manager treats me as an individual rather than just a member of the group-

(see Appendix). The Cronbach's alpha reliability index for this study was .87 and the factor analysis of the scale accounted for 67% variance (see Table 3.2).

Table 3.2: Factor Analysis of Transformational Leadership

Items	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.267	34.819	34.819	6.267	34.819	34.819
2	1.823	10.127	44.945	1.823	10.127	44.945
3	1.571	8.725	53.671	1.571	8.725	53.671
4	1.354	7.522	61.193	1.354	7.522	61.193
5	1.116	6.200	67.394	1.116	6.200	67.394
6	.931	5.174	72.567			
7	.868	4.822	77.390			
8	.775	4.308	81.698			
9	.609	3.382	85.080			
10	.500	2.775	87.855			
11	.457	2.540	90.395			
12	.392	2.178	92.573			
13	.344	1.911	94.484			
14	.321	1.785	96.269			
15	.219	1.217	97.486			
16	.173	.962	98.448			
17	.146	.810	99.258			
18	.134	.742	100.000			

Extraction Method: Principal Component Analysis.

3.2.2 Trust. Trust was assessed by the Robinson (1996) seven-item of trust scale. The factor analysis of the scale accounted for 53% variance (see Table 3.3). This scale integrates both cognitive and affective views of trust between individuals. The scale originally has been created to examine how fairly respondents trust their manager they are working with. All items were scored on a 5-point scale ranging from (1 = strongly disagree) to (5 = strongly agree) to evaluate their trust in manager. Scale Items included were the following: 1. I believe my manager has high integrity, 3. My manager is not always honest and truthful (R). According to the Robinson (1996) trust questionnaire, three items (3, 5 and 7) were reverse-scored that means (i.e. 1 to 5 , 2 to 4, 3 to 3, 4 to 2 and 5 to 1), therefore the same procedures has been applied in this study (see Appendix). The Cronbach's alpha reliability index for this study was .87.

Table 3.3: Factor Analysis of Trust

Items	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.239	31.982	31.982	2.239	31.982	31.982
2	1.443	20.620	52.603	1.443	20.620	53.603
3	.917	13.106	65.709			
4	.806	11.508	77.217			
5	.726	10.369	87.586			
6	.477	6.813	94.399			
7	.392	5.601	100.000			

Extraction Method: Principal Component Analysis.

3.2.3 Job Performance. Job performance scale was adopted from Robinson (1996) to assess employee job performance. The participants were asked two questions to measure job performance on a 7point rating scale ranging from 1= Poor, 2 =Very Bad, 3 = Bad, 4 =Moderate, 5 = Good, 6 = Very good and 7 = Excellent. Items include the following 1.How would you rate your own work performance, and 2.How would your manager probably rate your work performance (Appendix). The Cronbach's alpha reliability index for this study was .84 and the factor analysis of the scale accounted for 54% variance (see Table 3.4).

Table 3.4: Factor Analysis of Job Performance

Items	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.093	54.663	54.663	1.093	54.663	54.663
2	.907	45.337	100.000			

Extraction Method: Principal Component Analysis.

3.2.4 Turnover Intention. Turnover intention was assessed by using turnover intention scale by Ariyabuddhiphongs and Marican (2015). This scale consist two items and both items scored on a 4 point rating scale (see Appendix A). The first question asked the participants how often they think of leaving their present job; the responses range from 1 (Not at all) to 4 (Regularly). The second question asked to participants, if an organization offers a job at the same level of pay, would you consider leaving your job. The responses range from 1 (Would definitely not consider) to 4 (Would definitely

consider). The Cronbach's alpha reliability index for this study was .77 and the factor analysis of the scale accounted for 81% variance (see Table 3.5).

Table 3.5: Factor analysis of Turnover Intention

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.630	81.510	81.510	1.630	81.510	81.510
2	.370	18.490	100.000			

Extraction Method: Principal Component Analysis.

3.3 Sampling Procedure

I used non-probability sampling method was employed by using the convenience sampling. Convenience sampling is a sampling technique that obtains and collects the relevant information from the sample or the unit of study that are conveniently available. The study was conducted from September 2013 to January 2014.

3.3.1 Data Collection

The data were collected September 2013 to January 2014. All of the responses were used for reliability analysis measured by Cronbach's alpha using SPSS 22. From the result, all of the constructs reached Cronbach's alpha 0.6 and above.

3.3.2 Sample Size, Power, and Precision

To reduce the probability of type II error over the hypotheses, I have tested the statistical power using G*power 3.1. G*power is a power analysis program for many statistical tests commonly used in the social, behavioral, and biomedical sciences

(Erdfelder, Faul, Buchner, & Mayr, 2007). G*Power program perform various types of power analysis in terms of identify the required sample size for the specific analysis (Erdfelder et al., 2007). From the calculation of the G*Power power resulted at the effect size = .15, alpha = .05, power = .95, and 4 predictors, total sample size of 129 was sufficient for this study.

3.3.3 Research Design

Research design refers to the overall structure used to conduct the entire study. This study was non-experimental; I used multiple regression analysis with bootstrapping called “indirect script” of Preacher and Hayes (2008) to evaluate the research model in an indicative manner. Specifically, I predicted that over and above the effects of gender, age, education and income, the transformational leadership would have a negative effect on turnover intention, and the relationship would be mediated by trust and job performance.

Mention that, Preacher and Hayes (2008) bootstrap analysis is a powerful method to test the statistical significance of indirect effects. Several approaches have been suggested for assessing the specific indirect effects in multiple mediator models, among them the bootstrap method has been argued as a superior approach, especially for testing multiple mediations (Preacher & Hayes, 2008). MacKinnon, Lockwood, Hoffman, West, and Sheets (2002) compared, bootstrapping to the traditional product of coefficients approach in a large-scale simulation study and found that bootstrapping provided more accurate Type I error rates and greater power for detecting indirect effects than the product of coefficients strategy and other competing methods. Likewise, Zhao et al.

(2010) have recommended bootstrapping procedure of Preacher and Hayes (2008) to test the significance of indirect effect.



CHAPTER 4

RESULTS

4.1 Preliminary Analysis

Data were analyzed using Statistical Package for the Social Sciences 22th version for Mac OSX. Table 4.1 presents means and standard deviation of respondents' gender, age, income, education and their correlations with transformational leadership, trust, job performance and turnover intention.

Correlations between education and turnover intention were not statistically significant (see table 4.1). Age was negatively correlated with turnover intention. Table 4.1 shown that their mean age was 24 years, which indicated young workers were likely to have higher turnover intentions compared to midcareer and mature workers. Age was also significantly related to income, education, transformational leadership and job performance. This means the older participants tended to earn more money, have higher education, perceive their managers to exhibit transformational leadership, and precede a higher level of performance.

Income was negatively related to turnover intention (see Table 4.1), and had a significant effect on the outcome variable turnover intention. That means those who earned higher income were not intended to leave because their income can meet their needs for basic necessities in life. As income was negative and significantly related to turnover intention, it was entered as a control variable and was analyze through indirect script of Preacher and Hayes (2008).

The participant's education had no impact on turnover intention. Transformational leadership was related to trust and job performance and these interactions were negatively related to turnover intention. Trust was negatively related to turnover intention. Job performance was also negatively related to turnover intention (see table 4.1).

Table 4.1: Descriptive Statistics

Variable	Mean	SD	Correlations with						
			1	2	3	4	5	6	7
1. Gender	1.5	.49							
2. Age	24	5.6	-.11						
3. Education	1.4	.64	-.05	.67**					
4. Income	2.0	.98	-.18*	.65**	.58**				
5. Transformational Leadership	69	10	.20**	.14*	.07*	-.16*			
6. Trust	24	4.3	.20**	-.05	-.00	-.03	.35**		
7. Job Performance	8.9	1.4	.19**	-.17*	.06	-.07	.43**	.10	
8. Turnover Intention	4.4	1.5	-.20**	-.09	-.02*	-.17*	-.50**	-.45**	-.46**

* Significant at the $P < 0.05$ level. ** Significant at the $P < 0.01$ level.

*** Significant at the $P < 0.001$

4.2 Evaluating the Hypothesized Relations between the Transformational Leadership, Trust, Job Performance and Turnover Intention

4.2.1 Tests of Hypotheses

Regression analysis in the SPSS 22th program with indirect script Preacher and Hayes (2008) was used to test the model. Table 4.2 and Figure 4.1 displays the results of the regression analysis.

4.2.2 Analysis of the Hypotheses

The mediation effect was tested using a bootstrap script (Preacher & Hayes, 2008), specifying 95% confidence interval and 5,000 bootstrap re-samples (Zhao, John G. Lynch, & Chen, 2010). Table 4.2 displays the results of the mediating effects of trust and job performance on the relationship of the transformational leadership to turnover intention.

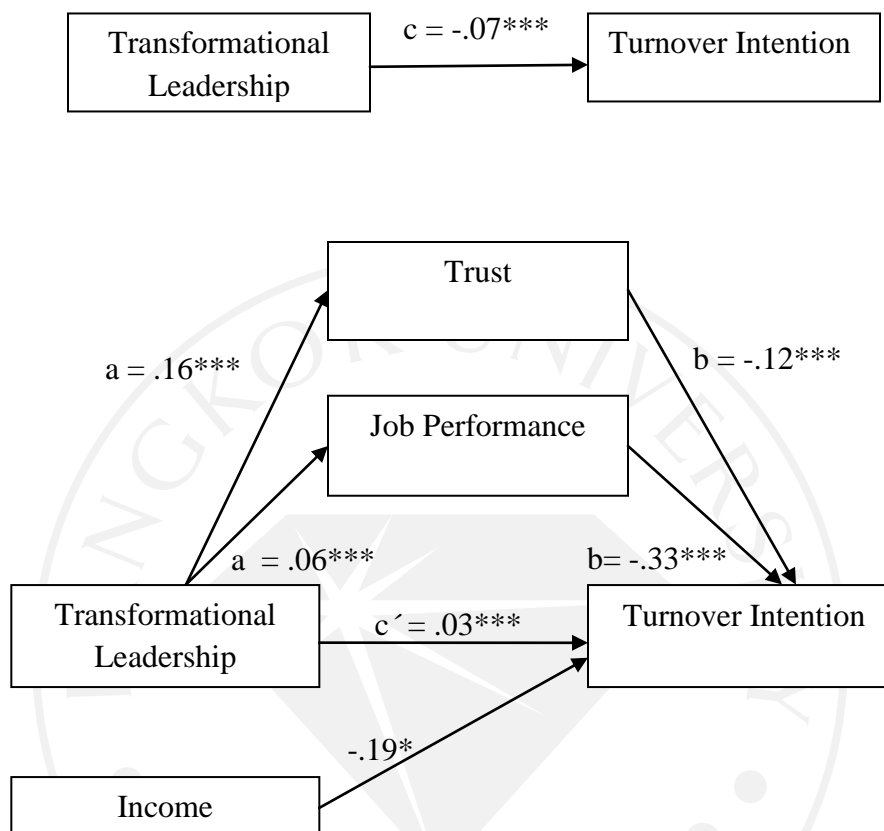


Figure 4.1: Tests of the Hypothesized Mediation Model. Upper figure Total effect: (transformational leadership predicting turnover intention). Lower figure: Indirect effect, with trust and job performance as mediator, and income as control variables. $*p < .05$, $**p < .01$, $***p < .001$.

As shown in Table 4.2 and Figure 4.1 path coefficient of control variable income for turnover intention was found to be negative and significant $-.19$ (t -value = -2.17 ; $p > .031$). The relationship of the transformational leadership to turnover intention (c path) was hypothesized in our study and found significant ($\beta = -.0740$; $p < .000$).

Transformational leadership negatively predicted turnover intention and for every one-unit increase in transformational leadership decreased turnover intention by -.07 units. In the mediation model with trust and job performance as mediators, the direct effects of the transformational leadership on trust (a path, $\beta = .16; p < .000$), and on job performance (a path, $\beta = .06; p < .000$) were significant. Likewise, The direct effect of trust on turnover intention (b path, $\beta = -.12; p < .000$), and job performance on turnover intention (b path, $\beta = -.33; p < .000$) were significant. This result indicates that transformational leadership predicted trust and job performance while trust and job performance negatively predicted turnover intention.

The a x b total indirect effect was significant bootstrap result $\beta = -.0397$ (see Table 4.3), the bias corrected and accelerated confidence interval ([BCACI] = -.0560 to .0258). Indirect effect of trust was significant (bootstrap result, $\beta = -.0188$), the bias corrected and accelerated confidence interval ([BCACI] = -.0301 to -.0087). Indirect effect of job performance was significant bootstrap result, $\beta = -.0209$ (see Table 4.3); the bias corrected and accelerated confidence interval ([BCACI] = -.0339 to -.0102). Results of the study supported all of hypotheses. Mention that according to the turnover intention model, predictors were accounted for 44% of the total variance (see Table 4.4).

Table 4.3: Bootstrap result for indirect effects

	Data	Boot	Bias	SE	Bias Corrected Confidence Intervals	
					Lower	Upper
TOTAL	-.0397	-.0399	-.0002	.0076	-.0560	-.0258
Trust	-.0188	-.0190	-.0002	.0050	-.0301	-.0087
Job Performance	-.0209	-.0209	-.0000	.0063	-.0339	-.0102

Indirect effects of transformational leadership on turnover intention through proposed mediators (*a b* paths)

Table 4.4: Model Summary for Turnover Intention Model

R-sq	Adj R-sq	F	df1	df2	<i>p</i>
.4482	.4359	35.4956	4.0000	182.0000	.0000

4.3 Additional Analysis

In order to better understand the relationships among the variables a multivariate regression analysis was also conducted. Multiple regression analysis, often referred to simply as regression analysis, examines the effects of multiple independent variables (predictors) on the value of a dependent variable (outcome). Regression calculates a coefficient for each independent variable, as well as its statistical significance, to estimate the effect of each predictor on the dependent variable, with other predictors held constant (Wikipedia, 2015). Researchers use multivariate procedures in studies that involve more

than one dependent variable (also known as the outcome or phenomenon of interest), more than one independent variable (also known as a predictor) or both. This type of analysis is desirable because researchers often hypothesize that a given outcome of interest is effected or influenced by more than one thing (Shane, 2015).

Table 4.5 shows the value of Adjusted R square is 0.42. This value indicates that there is almost 42% of variance in dependent variable (Turnover intention) due to a one unit change in independent variables.

Table 4.6 shows the beta value of independent variable (Transformational leadership) is -.03 with t value- 3.82 and significant level of <.001. The beta value of independent variable (Trust) is -.11 with t value -5.42 and significant level of <.001. The beta value of independent variable (Job performance) is -.34 with t value -5.11 and significant level of <.001. These beta values indicate the amount of changes in the dependent variable (Turnover intention) due to changes in independent variables (Transformational leadership, trust and job performance). Multivariate regression accounts for more variance than mediation model because all independent variables are combined to predict the dependent variable. In mediation model, independent variable predicts mediating variables which then predict dependent variable. However, these variables are significant but still the meditational model explains the interactions through the influences of the indirect effects.

Table 4.5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.651(a)	.424	.414	1.16473

Predictors: (Constant), Transformational leadership, Trust, Job Performance

Table 4.6: Multiple-Regression of Independent Variables on Turnover Intention

Model	Independent variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	12.949	.734		17.635	.000
1.	Transformation Leadership	-.038	.010	-.254	-3.816	.000
2.	Trust	-.114	.021	-.326	-5.420	.000
3.	Job Performance	-.336	.066	-.319	-5.113	.000

CHAPTER 5

DISCUSSION

The objective of this study was to investigate the mediating effects of trust and job performance on the relationship of transformational leadership to turnover intention in the fast food industry of Bangkok, Thailand. As there does not seem to be any study that examines the mediating effects of trust and job performance on the relationship of transformational leadership to turnover intention, this study attempted to fill the significant gap in the knowledge of this area.

The correlation analysis of transformational leadership, trust and job performance on turnover intentions indicated negative and significant relationship. This study supported the previous research of Gill et al. (2011), where scholars' found transformational leadership directly influenced turnover intention. Present study also supported the previous work conducted by Tremblay (2010) on the relationship of transformational leadership to turnover intention, where trust was found to have a mediating effect. Eventually, this study supported previously proven research by Wright and Cropanzano (1998) where scholars found a lack of job performance caused people to depart from the organization.

The regression results indicated positive association between transformational leadership to trust and job performance, which means a managers transformational leadership could generate trust and job performance in their subordinates. Regression results also indicated trust and job performance contributed a unique variance to turnover

intention through negative correlations. In aggregate, findings explain that for staff turnover caused by bad managers, people leave their bosses rather than their companies; therefore, the positive impact of a manager's transformational leadership behavior can generate trust and job performance in their subordinates and that trust and job performance can make them less likely to leave their job. The results of this study supported all three hypotheses: H1. Transformational leadership would negatively and significantly predict turnover intention, as the statistic of the hypothesis shows that every one-unit increase in transformational leadership can decrease turnover intention by -.07 units; H2. Trust would mediate the relationship of transformational leadership to turnover intention; which means creating a sense of trust in an organization can be a significant key in mitigating turnover intention; H3. Job performance would mediate the relationship of transformational leadership to turnover intention, which means higher job performance practice had an effect in mitigating voluntary turnover intention.

The other important issue in this study was to assess the contribution of demographic variables on turnover intention. It was found that income had a negative and significant effect on the outcome variable turnover intention. Current study assumed young participants had an increased sense of job instability, perhaps because their priority was to earn money for their short-term needs, which is likely the reason many young workers tend not to stay longer with an organization. This outcome closely parallels with the earlier findings of Allan, Bamber, and Timo (2006); (Ghiselli, La Lopa, & Bai, 2001). Allan et al. (2006) also mentioned most of the young students attending university, or that were intending to attend, were unlikely to plan fast-food work as a longer-term

career option and did not even consider this type of work as a proper job; previous work conducted by Lam and Zhang (2003) agreed with this in their Hong Kong based study. Another demographic factor income was found to have negative correlation to turnover intention. Correlations between income or pay level and turnover intent have been reported so frequently by economists that the relationship has been accepted as a fact (Motowidlo, 1983). Even in teaching institutions, pay was a significant element explaining turnover intention, so there is a high probability of income to influencing turnover intention (Hakanen, Bakker, & Schaufeli, 2006).

5.1 Conclusions and Implication

The purpose of this study was to gain a better understanding of how transformational leadership can be negatively correlated to turnover intention, through potential mediators into the overall leadership process. Results of the study supported all of the hypotheses. Results from the analyses showed that the mediation model has a unique effect on employees' turnover decision. The analysis revealed the important value of nurturing trust and job performance in an organization. Theory also stated that the managers transformational leadership can increase the desire of employees to continuing employment.

Methodologically, this study contributes to the field of research by adopting a multiple mediation approach to investigate turnover intention. Multiple mediation analysis has the ability of testing multiple indirect effects simultaneously, and one of its several benefits is the theory comparison, which is a good scientific practice (Preacher & Hayes, 2008). It is suggested for management to focus on these predictors and emphasize

transformational leadership training programs. Because according to the theory administrators will have an insight of their employees predictive future decision. Although the turnover intention cannot be terminated, all an organization can do is to create a positive organizational culture and transparent working environment that emphasize transformational leadership. trust and job performance to mitigate the turnover consequence before it develops to action.

5.2 Limitations and Recommendations for Future Research

There are limitations in current study that should be addressed in future research. First, the questionnaire was self-administrated by the individual employees to identifying their turnover intention. A potential limitation might appear in the data collection procedure, even though the cover letter promised the response would be kept confidential. Thus, it was possible some of the employees might felt their manager or F&B director would check it. This may have led to biased responses.

Second, the total scales of this study have contained total 30 items; there is evidence in favor of short scales instead of large items. Because time constraints could affect respondents answers. There is an empirical evidence that argued, using multiple-item measures may aggravate respondents' behavior (Colquitt, Scott, & LePine, 2007). Nemanich and Keller (2007) found that, short scale takes less time to measure, and contain more face validity.

Third, the entire respondents were limited in Bangkok, Thailand. The diverse demographics of Thailand may impact the result differently. For instance, in a single region Hong Kong and Macau peoples are completely different in their characteristics

when compared to the Mainland of China (Ismail & Ford, 2010; Spreitzer, Perttula, & Xin, 2005). Last limitation of the study is potential research bias. Research bias may influence factors such as the research design from the data. In this case, only quantitative method may not cover all the aspects of these relationships. Doing mixed methods analysis (qualitative and quantitative) or meta analysis may able to generate more depth analysis.

In future studies a replication study seems to be highly desirable to examine whether the findings of this study would be applicable to different contexts such as employees among top management corporations, hotels, banks, airlines, tourism and different countries. Also open-ended interviews with employees who have resigned from fast-food organization can be a helpful to formulate new theory. Moreover, due to the massive outlets of international fast-food chains in Thailand, future researchers should get more respondents from wider geographical location such as Phuket, Chang- Mai, Pattaya and so forth. Also researchers may investigate the significant variables that highly impact on the turnover intention, such as job satisfaction, organization citizenship behavior (OCB) and unit effectiveness.

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Appendix A

เรียน ผู้ตอบแบบสอบถาม

ผมกำลังทำการวิจัยเรื่องความสัมพันธ์ระหว่างผู้นำเชิงปฏิบัติกับความตั้งใจที่จะออกจากงานโดยมีความไว้วางใจในผู้นำและผลการปฏิบัติงานเป็นตัวแปรส่งผ่าน โดยใช้แบบสอบถามในการหาข้อมูล ส่วนแรกของแบบสอบถามนี้เป็นคำถามเกี่ยวกับทัศนคติ ลักษณะบุคคล และความตั้งใจของท่าน คำตอบของท่านไม่มีถูกหรือผิด เนื่องจากคำตอบสะท้อนความคิดของท่านในเวลาปัจจุบัน ส่วนที่สองเป็นคำถามเกี่ยวกับข้อมูลส่วนตัวของท่าน คำถามส่วนนี้ไม่ถามถึงชื่อของท่าน ข้อมูลที่ท่านให้มาจะไม่ถูกเปิดเผยให้ใครทราบและรายงานการวิจัยก็จะรายงานข้อมูลเป็นภาพใหญ่ ดังนั้น ท่านจึงมั่นใจได้ว่า ข้อมูลที่ท่านให้มาจะถูกเก็บไว้เป็นความลับ

เพื่อเป็นการแสดงว่าท่านยินยอมเข้าร่วมการวิจัยครั้งนี้ ขอให้ท่านลงนามในหนังสือแสดงความยินยอมข้างล่างนี้ การลงนามเป็นการแสดงว่าท่านเข้าใจในลักษณะของการวิจัยครั้งนี้ ในบทบาทของท่านในการวิจัย และเป็นการแสดงว่าท่านยินยอมเข้าร่วมงานวิจัยนี้ หากท่านมีคำถามเกี่ยวกับการวิจัยครั้งนี้ ท่านสามารถติดต่อกับข้าพเจ้าได้ที่หมายเลขโทรศัพท์หรืออีเมลข้างล่าง

ขอขอบคุณท่านที่ได้สละเวลาตอบแบบสอบถามนี้

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หนังสือแสดงความยินยอม

ข้าพเจ้าได้รับการบอกเล่าถึงวัตถุประสงค์และลักษณะของการวิจัยครั้งนี้ และยินดีเข้าร่วมการวิจัยโดยอิสระ และไม่ได้ถูกบังคับหรือข่มขู่แต่อย่างใด

ข้าพเจ้าเข้าใจว่าข้าพเจ้าสามารถปฏิเสธการเข้าร่วมการวิจัยหรือถอนตัวออกจากการวิจัยเมื่อใดก็ได้ที่ข้าพเจ้าต้องการโดยไม่จำเป็นต้องให้เหตุผลและโดยไม่มีผลกระทบทางลบแก่ข้าพเจ้า

ข้าพเจ้าได้รับการยืนยันจากผู้วิจัยว่า ข้อมูลที่ข้าพเจ้าให้จะถูกเก็บไว้เป็นความลับและผลการวิจัยจะไม่เปิดเผยข้อมูลส่วนตัวใด ๆ

ข้าพเจ้าขอรับรองว่าข้าพเจ้ามีอายุ 18 ปีบริบูรณ์และยินยอมเข้าร่วมการวิจัยครั้งนี้ตามเงื่อนไขข้างต้น

ผู้ตอบแบบสอบถาม



ตอนที่ 1 ภาวะผู้นำเชิงปฏิรูปประโยคต่อไปนี้เป็นบรรยายถึงทัศนคติที่ท่านมีต่อผู้จัดการของท่าน โปรดระบุว่าแต่ละประโยคมีความเป็นจริงมากน้อยเพียงใดโดยมีระดับความเป็นจริงดังนี้ 1 = น้อยที่สุด 2 = น้อย 3 = ปานกลาง 4 = มาก และ 5 = มากที่สุด

ข้อ	รายละเอียด	ระดับความเป็นจริง				
1	ข้าพเจ้ามีความเชื่อมั่นในตัวผู้จัดการเต็มที่	1	2	3	4	5
2	ในความเห็นของข้าพเจ้า ผู้จัดการคือสัญลักษณ์ของความสำเร็จและการทำงานให้ได้ตามเป้าหมาย	1	2	3	4	5
3	คำพูดและพฤติกรรมของผู้จัดการเสริมภาพลักษณ์ความสามารถของผู้จัดการ	1	2	3	4	5
4	ผู้จัดการเป็นบุคคลตัวอย่างของข้าพเจ้า	1	2	3	4	5
5	ข้าพเจ้ารู้สึกภาคภูมิใจที่ได้ร่วมงานกับผู้จัดการ	1	2	3	4	5
6	การตัดสินใจของผู้จัดการแสดงถึงความหลักแหลมและความสามารถของผู้จัดการ	1	2	3	4	5
7	ข้าพเจ้าพร้อมที่จะเชื่อมั่นว่าผู้จัดการเอาชนะอุปสรรคได้	1	2	3	4	5
8	ผู้จัดการรับฟังความกังวลของข้าพเจ้า	1	2	3	4	5
9	ผู้จัดการทำให้ข้าพเจ้าทราบถึงค่านิยม อุดมคติ และความมุ่งหวังที่ทุกคนมีส่วนร่วม	1	2	3	4	5
10	ผู้จัดการปลุกกระดมให้พนักงานตระหนักถึงพันธกิจที่มีร่วมกัน	1	2	3	4	5
11	ผู้จัดการขายบุคลิกที่มีพลัง กระฉับกระเฉง และนำเข้าไปใกล้ขีด	1	2	3	4	5
12	ผู้จัดการชี้ให้เห็นวิธีพิจารณาปัญหาในมุมมองใหม่ๆ	1	2	3	4	5
13	ผู้จัดการให้ข้าพเจ้ายกเหตุผลที่ดีมาสนับสนุนความคิดของข้าพเจ้า	1	2	3	4	5
14	ผู้จัดการพูดถึงวิสัยทัศน์ที่เต็มไปด้วยโอกาส	1	2	3	4	5
15	ผู้จัดการให้คำปรึกษาเมื่อมีข้าพเจ้าต้องการ	1	2	3	4	5
16	ผู้จัดการแนะนำโครงการใหม่และงานใหม่ที่ท้าทาย	1	2	3	4	5
17	ผู้จัดการปฏิบัติต่อข้าพเจ้าเช่นปัจเจกบุคคล ไม่ใช่เช่นสมาชิกธรรมดาในกลุ่มคนหนึ่ง	1	2	3	4	5
18	ผู้จัดการพูดถึงอนาคตในแง่ดี	1	2	3	4	5

ตอนที่3ความไว้วางใจประโยคต่อไปนี้จะบรรยายถึงความไว้วางใจของท่านที่มีต่อผู้จัดการที่ท่านทำงานด้วย โปรดระบุ
ว่าแต่ละประโยคเป็นจริงมากน้อยเพียงใดโดยมีระดับความเป็นจริงดังนี้ 1 = น้อยที่สุด 2 = น้อย 3 = ปาน
กลาง 4 = มาก และ 5 = มากที่สุด

ข้อ	ทัศนคติต่อผู้จัดการ	ระดับความเป็นจริง				
		1	2	3	4	5
1	ข้าพเจ้าเชื่อว่าผู้จัดการของข้าพเจ้าเป็นคนที่มีความซื่อตรง	1	2	3	4	5
2	ข้าพเจ้าสามารถคาดหวังให้ผู้จัดการปฏิบัติต่อข้าพเจ้าอย่าง สม่ำเสมอ	1	2	3	4	5
3	ผู้จัดการของข้าพเจ้าไม่ซื่อสัตย์และจริงใจเสมอไป (R)	1	2	3	4	5
4	โดยทั่วไปแล้ว ข้าพเจ้าเชื่อว่าผู้จัดการปรารถนาดีและตั้งใจดี	1	2	3	4	5
5	ข้าพเจ้าไม่คิดว่า ผู้จัดการปฏิบัติต่อข้าพเจ้าอย่างเป็นธรรม (R)	1	2	3	4	5
6	ผู้จัดการเปิดเผยและตรงไปตรงมากับข้าพเจ้า	1	2	3	4	5
7	ข้าพเจ้าไม่แน่ใจว่า ข้าพเจ้าไว้วางใจผู้จัดการได้เต็มที่ (R)	1	2	3	4	5

ตอนที่4ผลการปฏิบัติงานประโยคต่อไปนี้เป็น การประเมินผลการปฏิบัติงานของท่านโดยตัวท่านเอง โปรดประเมินผล
งานของท่าน โดยมีระดับการประเมินผลงานดังนี้ 1 □ เลวที่สุด 2 □ เลวมาก 3 □ เลว

4 □ กำกั่ง 5 □ ดี 6 □ ดีมาก และ 7 □ ดีที่สุด

ข้อ	การประเมินผลงาน	ระดับการประเมิน						
		1	2	3	4	5	6	7
1	ท่านประเมินผลงานของตนเองในระดับใด	1	2	3	4	5	6	7
2	ท่านคิดว่า ผู้จัดการของท่านจะประเมินผลงานของท่าน ในระดับใด	1	2	3	4	5	6	7

ตอนที่ 5 ความตั้งใจที่จะออกจากงานประโยคต่อไปนี้บรรยายถึงความตั้งใจจะออกจากงานของท่าน โปรดระบุระดับความตั้งใจจะออกจากงานของท่าน ดังนี้

1. ท่านคิดจะออกจากงานที่กำลังทำอยู่มากน้อยเพียงไร

1 ไม่เคยคิดเลย 2 คิดเป็นบางครั้งบางคราว 3 คิดอยู่บ่อย ๆ 4 คิดอยู่เป็นประจำ

2. ถ้ามีองค์กรหนึ่งเสนองานให้ท่านโดยให้เงินเดือนในระดับเดียวกับที่ท่านได้รับอยู่ ท่านจะพิจารณาออกจากงานของท่านหรือไม่

1 ไม่พิจารณาอย่างแน่นอน 2 ไม่มีความโน้มเอียงที่จะพิจารณา
3 มีความโน้มเอียงที่จะพิจารณา 4 พิจารณาอย่างแน่นอน

ตอนที่ 6 ข้อมูลเกี่ยวกับผู้ตอบแบบสอบถาม

1	เพศ	1 <input type="checkbox"/> ชาย 2 <input type="checkbox"/> หญิง
2	อายุ	_____ ปี
3	การศึกษา	1 <input type="checkbox"/> ต่ำกว่าปริญญาตรี 2 <input type="checkbox"/> ปริญญาตรี 3 <input type="checkbox"/> สูงกว่าปริญญาตรี
4	รายได้ต่อเดือนของท่าน	1 <input type="checkbox"/> 0-9,999 บาท 2 <input type="checkbox"/> 10,000-19,999 บาท 3 <input type="checkbox"/> 20,000-29,999 บาท 4 <input type="checkbox"/> 30,000-39,999 บาท 5 <input type="checkbox"/> 40,000-49,999 บาท

Appendix B

Dear Participant,

This survey is a part of Master's thesis by Saiful Islam Khan, MBA candidate at the Bangkok University. The purpose of this research is to examine the mediating effects of trust and job performance on the relationship of transformational leadership to employee's turnover intention among American fast food chains operating in Thailand. You will be asked to complete the questionnaire that will be used only for academic purpose. Moreover, the questionnaire contains the questions regarding your manager's behaviors as well as your perceptions and intentions on the job. Please feel free to express your feelings in an open manner. Your honest response is very important for the success of this project. I assured that, your information will be kept CONFIDENTIAL and will be used only in a combined statistical form. No one will have access to your responses, but me. However, if you have any questions concerning this survey, please do not hesitate to If you have any questions concerning your rights as a research participant, please contact to the Graduate School of Bangkok University (www.bu.ac.th).

Thank you very much for your cooperation.

Sincerely,

Saiful Islam Khan, Investigator

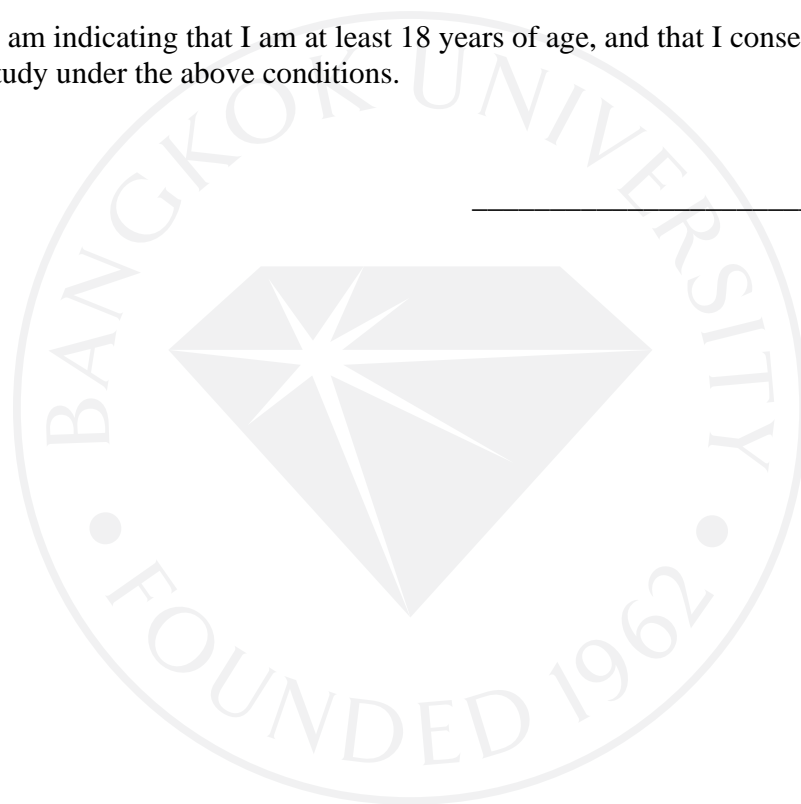
Respondent's Consent Form:

I acknowledge that, I am freely choosing to participate without duress or coercion.

I understand that, I may refuse to participate or withdraw my consent at any time I wish without having to state any reason, penalty or prejudice.

The investigator has assured me that any information I provide will be anonymous and kept confidential, and the research result will not disclose any personal data.

I am indicating that I am at least 18 years of age, and that I consent to participate in this study under the above conditions.



Section 1-Transformational/Inspirational Leadership Scale: The following statements describe your statement towards your manager. Please indicate your level of agreement with each item by placing the appropriate number to the right of the question as follow. The fact is as follow: 1= Strongly Disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree

Item	Statement	Level of Reality				
		1	2	3	4	5
A1	I have complete confidence in my manager	1	2	3	4	5
A2	In my mind, my manager is a symbol of success and accomplishment	1	2	3	4	5
A3	My manager, engages in words and deeds which enhances image of competence	1	2	3	4	5
A4	My manager, serves as a role model for me	1	2	3	4	5
A5	Instills pride in being associated with him/her	1	2	3	4	5
A6	My manager, displays extraordinary talent and competence in whatever he/she decides	1	2	3	4	5
A7	I am ready to trust him/her to overcome any obstacle	1	2	3	4	5
A8	My manager, listens to my concerns	1	2	3	4	5
A9	My manager, makes me aware of strongly held values, ideals, and aspirations which are shared in common	1	2	3	4	5

A10	My manager, mobilizes a collective sense of mission	1	2	3	4	5
A11	My manager, projects a powerful, dynamic, and magnetic presence	1	2	3	4	5
A12	My manager, shows how to look at problems from new angles	1	2	3	4	5
A13	My manager, makes me back up my opinions with good reasoning	1	2	3	4	5
A14	My manager, articulates a vision of future opportunities	1	2	3	4	5
A15	My manager, provides advice when it is needed	1	2	3	4	5
A16	My manager, introduces new projects and new challenges	1	2	3	4	5
A17	My manager, treats me as an individual rather than just a member of the group	1	2	3	4	5
A18	My manager, talks optimistically about the future	1	2	3	4	5

Section 2- Trust: Trust in the following sentence describing the trust of your manager that you are working with. Please indicate whether each sentence is true, how much. The fact is as follow: 1 = Strongly Disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree

Item	Manager Attitude	Level of Reality				
		1	2	3	4	5
Tr1	I believe my manager has high integrity	1	2	3	4	5
Tr2	I can expect my manager to treat me in a consistent and predictable fashion	1	2	3	4	5
Tr3	My manager is not always honest and truthful (R)	1	2	3	4	5
Tr4	In general, I believe my manager motives and intentions are good	1	2	3	4	5
Tr5	I don't think my manager treats me fairly (R)	1	2	3	4	5
Tr6	My manager is open and upfront with me	1	2	3	4	5
Tr7	I am not sure I fully trust my manager (R)	1	2	3	4	5

Section 3- Job Performance: The following sentences an evaluation of your work performance by you. Please evaluate your work performance which you believe by following: 1□ Poor 2□ Very Bad 3□ Bad 4□ Moderate 5□ Good 6□ Very good 7□ Excellent

Item	Evaluation	The Assessment						
		1	2	3	4	5	6	7
JP1	How would you rate your own work performance	1	2	3	4	5	6	7

JP2	How would your manager probably rate your work performance	1	2	3	4	5	6	7
-----	--	---	---	---	---	---	---	---

Section 4 - Employees Intention to Quit: The following statements are intended to describe the intention to get out of work.

Item 1: How often do you think of leaving your present job?

- 1 Not at all
 2 Sometimes
 3 Frequently
 4 Regularly

Item 2: If an organization offers you a job at the same level of pay, would you consider leaving your job?

- 1 Would definitely not consider 2 There is no inclination to consider
 3 There is a tendency to be considering 4 Would definitely consider

Section 5 - information about respondents:

1	Gender	1 <input type="checkbox"/> Male 2 <input type="checkbox"/> Female
2	Age	_____ Years (Please specify)
3	Educational Qualification	1 <input type="checkbox"/> Lower than bachelor Degree 2 <input type="checkbox"/> Bachelor Degree 3 <input type="checkbox"/> Higher than bachelor Degree
4	Total Monthly Income (Salary and SC, Baht)	1 <input type="checkbox"/> 0-9,999 2 <input type="checkbox"/> 10,000-19,000 3 <input type="checkbox"/> 20,000-29,999 4 <input type="checkbox"/> 30,000-39,999 5 <input type="checkbox"/> 40,000 or More

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