Leaders' Effective Communication Competencies: An Intercede in Amplifying the Effect of Leadership Styles on Employee Turnover Intentions in Indian Small and Medium Scale IT/ITES Organizations

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ABSTRACT

The purpose of this paper is to address two of the theoretical and empirical questions on two main leadership styles: transformational and transactional leadership: what effect both transformational and transactional leadership has on employees' turnover intentions of executives working in Small and Medium Indian IT/ITES organizations. What is the change in effect in case leaders have effective communication competencies?

A mediation model for the effective communication competencies linking transformational and transactional leadership and turnover intentions was developed and tested on a sample of 242 employees working in small and medium Indian IT/ ITES organization by using SPSS-23 and Amos-21softwares.

Significant negative relation of Transactional leadership style and transformational leadership with employee turnover intentions observed. Apart from them both the leadership styles were positively associated with communication competencies and communication competencies were again negatively linked to employee turnover intentions. Mediation analysis also indicated the partial mediation of communication competencies for both leadership styles. The effects were significant at 95% of confidence level.

The findings of the present study may be valuable to organizations and leaders who are struggling with employee turnover. Small and medium IT/ITES organizations can control turnover intentions by hiring transactional or transformational leaders with effective communication competencies to create a healthy work environment.

This study validates the results of previous studies in highlighting the universal effects of transformational and transactional leadership on turnover intentions. And also explains the change in effect if leaders develop effective communication competencies.

Keywords: Turnover intention, Transactional leadership, Transformational leadership, Effective communication Competencies, leadership styles.

INTRODUCTION:

Small and medium enterprises have played an important role in almost every developing nation like India. These SME's has contributed a lot in Indian scenario both by providing affordable products and services and also by providing employment to more than half of the eligible candidates (Parthajeet Das, 2017). With the global boom in IT/ITES industry India become a hub of many SEM's working in the same sector and providing IT/ ITES services and consulting both to national and international clients. There are many organizations which are running effectively but some are struggling and many closed up or are on the verge of closing. The growth, development and success of these organization depends upon many factors like funds, knowledge, employees, clientele, customer etc., but the most important thing is the leader and their leading styles. The leaders may be

categorised as the owners, directors, CEO directing and guiding the organizations as whole and the managers leading the internal teams to execute assigned work. Both the categories are equally vital as one on the top is involved in major decision making and taking whereas the another one working under top and executing the decisions with his own style, capabilities, and attitude. Hence it is the leader and his leadership which works behind every process undergoing in the workplace. This fact is well-known fact and admired by both practitioners as well as academicians that it is a leader who shapes organizations with their progressive visions and effective strategies, on time implementations of required services to achieve organizational goals by motivating organizational workforce or employees to achieve success and growth (Albert Puni & et. al, 2016). And again, it is a leader who is capable of abolishing a growing business with poor leadership styles which can motivate employees to develop quitting or turning out tendencies. As shape and structure of organization depends upon its leaders, the execution and accomplishment of assigned work, targets and goals depends upon the employees working in the organization (Leong Kim Siew,2017). Employees tend to develop quitting intentions or employee turnover intentions is not a positive sign especially due to the depressed leadership style. Employee turnover is a serious concern to organizations not because it has certain cost involved in the recruitment process or training process etc, for hiring new employees but it involves huge damage to the knowledge pool in terms of loss expertise, skill set and capabilities with the loss of potential employees (Jinuk Oh, Semi Oh, 2017). The issue of employee turnover is a of major concern in IT/ITES organization which work on creating and serving knowledge-based products and services and the employees working in this segment of industry are considered as strategic asset. (Naidoo, 2016). Therefore, there are many previous studies reflecting the impact of different Leadership styles on employee turnover intentions like researchers had worked on transformational, transformational, authentic, Laissez faire leadership style etc. autocratic, democratic and many more in many area and found that these have a negative as well as positive impact on employee turnover intentions depending upon the industry type, area segment, level of respondent etc. It has also been demonstrated that there are many factors which contributes in increasing and decreasing the effect of transformational and transactional leadership on employee turnover intentions. The general purpose of this research is to study the relationship of turnover intention of employees with transformational and transactional leadership styles and the specific purpose is to identify the effect of Communication competencies of leaders on the turnover intention of employees. Therefore, this study is an attempt to address theoretical and empirical questions on two main leadership styles: transformational and transactional leadership: what effect both transformational and transactional leadership has on employees' turnover intentions in Small and Medium Indian It/ITES organizations.

OBJECTIVES OF THE STUDY:

The study required to examine the following specific objectives:
1. Determine the effect of transformational and transactional leadership style on employee turnover.
2. Examine the mediating role of leaders Communication Competencies on the transformational, Transactional leadership-turnover relationship.
3. Examine on which relation communication has more significant effect.

THEORETICAL BACKGROUND AND HYPOTHESES DEVELOPMENT:

Employee turnover Intentions:
Employee turnover intention is developing potentiality or quitting tendencies to leave the organization (Leong Kim Siew, 2017). Turnover intention can also be referred as the assessment of an individual regarding the possibility to exit organization in the nearby future (Mobley, 1982). There are many reasons like compensations & salaries, work conditions & environment, professional growth, job satisfaction, leadership style, job performance, and many other factors play a noteworthy role behind developing this quitting behaviour (Albert Puni et al.,2016). Turnover is of two types voluntary and involuntary turnover. Voluntary turnover means when employee take the decision to leave or to quit the job under any unavoidable circumstances. (Iqra Saeed et.al, 2014). Whereas involuntary turnover the decision of management to fire or remove any employee under avoidable or unavoidable situations. The turnover done by the organizations which is involuntary is still somehow beneficial for organizations as it is planned action by the management by keeping some major issues in mind. But the voluntary turnover is a treacherous situation as organization may loss a potential employee that too without any prior information. From recent years employee turnover intention is getting significant attention both by industry and academicians. It has been observed that employee turnover intentions have a negative

impact on organizations and their work culture (Abbasi & Hollman ,2000). The major effects are employees with decreased confidence and trust, less productivity, poor performance, along with finical losses. etc. (Sajid Gul et.al,2012). Turnover intention is actually a serious problem for organizations as its negative impact decrease organizations affordability and competitiveness both at national and international level (Saiful Islam Khan, 2015). Not only in terms of ethical or moral losses, due to employee turnover intentions organization also undergo knowledge loss and financial loss in terms of recruitment and training if turnover intentions are ignored or if cannot controlled at very initial stages by pervading appropriate solutions leads to drastic situations and unavoidable and unrecovered loss. Therefore, employee turnover intentions can never be underrated and overlooked (Vance ,2006). In number of studies it has been observed that leadership stays have a negative relation with employee turnover intentions therefore employee turnover intentions can be considerably reduced by improving the leadership style and leaders' behaviour.

Leadership and Leadership styles:
It has been observed through literature that at initial stages, researchers had actually recognized the features essential for effective leadership. And on the basis of that Leadership is a process of inspiring and motivating people to work actively and willingly to accomplish given goals and targets (Mat,2008) or it is an association through which one individual impacts or stimulate the activities and behaviour of other individuals. It can also be explained as bring people into line achieve the anticipated results of the apparition. (Jane Muceke Ngethe, 2012). Growth and success of any organization depends upon type and quality of relationship among employees and their leader which is directly associated to the effective and efficient leadership. It is believed and expected that employees want to feel safe and satisfied while working with an organization as they have put their efforts to achieve assigned targets (Leong Kim Siew,2017). It is believed that management and leadership are closely related as to lead effectively leader must be capable to manage efficiently (Gwavuya, 2011). Therefore, leadership if can manage their employees effectively by trusting them, can provided employees better opportunities to flourish well professionally within the organization (Abbasi & Hollman, 2000).

Transformational leadership:
Transformational leadership is one in which leader inspire, motivate and is able to encourage and transform his assistants or juniors to achieve expected as well as unexpected goals and targets by working hard (Choi Sang Long 2,012). These leaders believe in intellectual encouragement, individual inspiration, and spiritual encouragement and consider every employee as an individual to establish trust and good relation (Leong Kim Siew,2017). They themselves beyond self-interest for the benefit of the team and organization and let their employees to achieve their goals (Nanjundeswaraswamy & Swamy,2014). Transformational leadership basically comprise of four significant component which are characterized as the "Four I's". These four I's indicate "Idealized influence", 'inspirational motivation", "intellectual stimulation", and "individualized consideration" explaining different features and aspects of transformational leadership (Bass, 1985). Idealized influence is about to fact that leaders are well-regarded, appreciated, and respected as a role model (Bass, 1990; Jung & Avolio, 2000), and inspiration motivation means passion and confidence in creating a vision of the future to inspire employees (Bi, Ehrich, & Ehrich, 2012), whereas intellectual stimulation infers valuing the knowledge, skills and ability of subordinates to encourages creativity, and individual consideration indicates looking for the individual requirements and capacities of the employees to motivate them to improve (Bi, Ehrich, & Ehrich, 2012).

Transactional Leadership:
Transactional leadership is about leader-follower exchange. In this style team members are supposed to perform the assigned duties as per the leaders' or managers' instruction and on successful accomplishment of given tasks they get compensations or rewards like complimentary remarks, admiration and appreciation etc. whereas poor performance or fail to achieve the work, leads to adverse effects like disciplinary actions or penalties (Choi Sang Long, 2012). Transactional leaders are task-oriented and have much more focus on achieving objectives. They mainly give priority to meet work ethics and put stress on timely completion of assigned tasks (Gul, Ahmad, Rehman, Shabir, & Razzaq, 2012). Performance is important and reward are on first priority if performance is remarkable. This exchange motivates employees to do better for performance enhancement. (Adedamola Adekanbi,2016). The main features of transactional leadership are contingent reward, exhibits active management by exception and exhibits passive management by exception. Where contingent rewards are under exchange theory. (Judge &Piccolo, 2004), active management by exception is actually the monitoring

part in which of the subordinates are monitored to detected performance related issues and exhibits passive management refers the passive behaviour i.e. interference after letting the issue ascended.

Communication Competencies:

Communication is a vital function of human as well as organizations' life to an extent that it has been considered as the basis of development, damages and progress both in terms of individual and organization (Luthra, A. & Dahiya, K. 2015; Williams and Garrett, 2002). Talking about organization, communication is linked to both success and failure of the organization. In organization effective communication is occurring as a one of the most significant function and tool in leaders/managers hand to perform well by achieving assigned tasks and duties (Torun Dewan & David P. Myatt, 2008.). In fact, it has also been observed that in the lack of effective communication employees cannot attain the essential aids and even skills to execute their responsibilities. Absence of effective communication demotivate the employees as communication is required for exchange of information, knowledge and experience. For establishing effective communication process and systems one should have effective communication skills be it verbal, non-verbal or use of technology. To communicate effectively. Although it is the responsibility of management to establish proper systems of communication but managers should also emphasis to effective communication skills as only technology cannot be safeguard. This ability enables leaders or managers to develop better understanding with subordinates and to lessen the conflicts arises through miscommunication (Rasool Nazari, Arqavan Nurbakhshian, 2016). Having leaders or managers with effective communication skills is the organizations' obligation. Employees working at any level if do not possess effective communication are actually waste their as well as organizations' time and resources, they are usually unable to achieve the timelines and also spoil their relationship with other employees. (Nazari et al. 2013). Not only this Several authors have noted that effective communication is fundamental to leadership (TT Haswiny Deva and Rashad Yazdanifard 2014; Awamleh and Gardner 1999; Riggio et al., Towler 2003) and many more. But studies are very less where researcher has tried to analyse the relationship of communication competencies with general leadership styles and its outcome variables. (Rasool Nazari et al., 2016). Effective communication skills are required to inspire employees to complete organizational goals and also to improve commitment (Tsai, Chuang & Hsieh, 2009). Leader or managers need to share information with their juniors but they sometimes do not appreciate the importance of communication and communication turns into miscommunication leading to unpleasant and unwanted situations (Luthra, A & Dahiya, R, 2015). So, it utmost important for leaders to keep a check on how, where, what when and which type of communication is required to keep the employees happy and satisfied working effectivity to complete their work on or before time (Jacqueline Mayfield and Milton Mayfield, 2016)

RELATIONSHIP AMONG DIFFERENT VARIABLES UNDERSTUDY:

The relationship between Transactional leadership, transformational leadership and employee turnover intentions has been studied and explained by many researchers like Leong Kim Siew, 2017; Mahmoud Kamal Abouraia 2017; Dr. Albert Puni, 2016; Saiful Islam Khan, 2015; Choi Sang Long, 2012; Jane Muceke Ngethe et all., 2012; Sajid Gul, 2012 and many more in their studies and it has been proved that transformational leadership has more significant impact on employee turnover intentions than transactional leadership. The directions and magnitude of the effect was mixed i.e. negative or positive mainly depending upon the industry type, geographical location and type of respondents. Similarly, there are number of studies explaining the significant association of communication competencies to leadership styles like Reinout E. de Vries et.al. 2009; Munevver Cetin et.al.,2012 Swati Mankad, 2013, Dr. Galanou Ekaterini, 2010 many more studies explaining the relationship. In fact, there is a concept of leadership communication is actually explaining the role of communication in effective leadership. It has also been proved in some of the studies that there exist a direct and indirect connection between communication competencies and employee turnover intentions researcher like Uzoechi Nwgbara et, al. 2013; My Williams and Garrett, 2002, Allen, 2009, Lucy Firth, 2003; Soojin KIM, 2017, Brandy L. Stiverson 2015, Siti Fatimah Mohamad, 2008 etc. had worked and found that communication skills play an integral role in controlling turnover intentions.

Research Gap:

As discussed above that all the three variables are closely associated with each other having direct and indirect effect on each other. although there are numerous studies available predicating the leadership styles and turnover intentions direct association as well checking the role of mediator and moderator in between. From literature it is also observed that communication skills are well associated with leadership styles and some

research throw light on communication skills and turnover intentions as well. Therefore, the presence of communication skills can be tested as a mediator having interceding effect of the aforesaid relationship. Not only because the relation has not been tested but also because of the reason that ineffective communication competencies which include poor verbal skills, low non-verbal abilities and less or no use of technology while communicating impacts performance of the employees. Due to the misunderstanding and miscommunication about what need to be done, how, when and why? Low Performance demotivate employees and causes less job satisfaction (Munevver Cetin et al, 2012) which further results in the development of employee turnover intentions. So, an indirect association also exist between variables which can be tested statistically. It is on this premise that this paper sought to investigate the mediating role of communication competencies of leaders in the leadership-turnover nexus in the small and medium IT/ITES setups in India.

Conceptual model derived from the aforesaid relations, objective and hypothesis:
Thus, based on previous results, we can conceptualize this model followed by the hypothesis need to be tested.
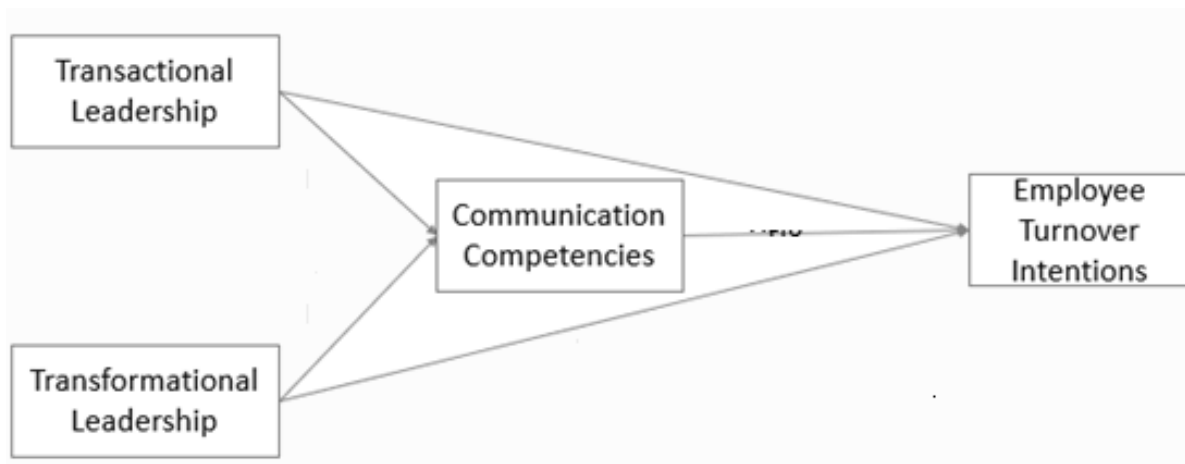

Figure-1

Hypotheses:
H1: significant inverse association exists between transformational leadership and turnover intentions.
H2: significant inverse association exists between transactional leadership and turnover intentions.
H3: significant inverse association exists between communication competencies and turnover intentions.
H4: significant positive association exists between transformational leadership and communication competencies.
H5: significant positive association exists between transactional leadership and communication competencies.
H0: Communication competencies has no mediating effect in between the relationship turnover intentions and leadership styles.

MEASURES:

This study was conducted on full time permanent executive level employees working in different departments in small and medium IT/ITES organization of Delhi/ NCR region (India). Total 350 questionnaires were distributed and 300 responses were received from which 242 fully filled responses were considered for the study. The survey questionnaire was scaled on Likert-5- point. For each of the items, the respondents indicated their levels of agreement ranging from 1 (strongly disagree) to 5 (strongly agree), unless otherwise indicated. Transformational and transactional leadership was assessed by employees' responses to items from "The Multifactor Leadership Questionnaire of Bass & Avolio, Employee turnover survey developed by Mobley et al., 1979, and communication skills scale was developed. In order to account for the possibility of alternative explanations, we included two control variables Allen and Myers Organizational commitment questionnaire (OCQ), 1990. and Job satisfaction was measured by the 8-item Abridged Job In General (AJIG) scale (Russell et al., 2004). as there are plenty of researches signifying their relationship with employee turnover intentions (Yazan Zayad Wanes Alzubi, 2018; Sajid Gul, 2012; Nopphong Kerdngern et.al, 2017; Mahmoud Kamal Abouraia et.al, 2017; Hadi Minavand1, 2013; Iqra Saeed et.al, 2014). Hence these the effect of these two variables was controlled. Data received was analysed on SPSS-23 and AMOS-21 to statistically test proposed hypothesis. The statistical tests involve descriptive analysis to check demographic details and frequency distribution. normality analysis, reliability test, EFA, liner regression, CFA, and SEM.

RESULTS AND DISCUSSION:

A) Descriptive Analysis and Frequency distribution for Demographic Variables:
Table 1 shows the demographic profile of the executives working in IT/ITES organizations involved in this study. As per the Table 1, out of 242 executives, 54.1% were male and 45.9% were female whereas with regard to the age, 47.1% of executives were in between age of 20 years- 30 years and 52.9% of executives were in between 30 years- 40 years.

B) Test of Assumptions: The assumptions of normality, linearity, outliers, multicollinearity, homoscedasticity, and independence of residuals

1. Normality tests: Normality tests were done to check whether a data set has normal distribution or not. In this study data was found approximately normally distributed to perform statistical tests. Normality was checked through both graphical and statistical methods to check Null hypothesis:

Null Hypothesis: Overall data has approximately normal distributed :
i) Skewness & Kurtosis of Variables: Table-2 shows the Skewness and Kurtosis along with their Z- value which are falling in range as suggested that normal distribution value of Z- Skewness and Z- Kurtosis is in between ± 1.96 (Hayes, 1995). The data has Platykurtic distribution.
ii) Normal distribution of Turnover Intentions in all categories of Gender & Age:

Null Hypothesis:
Turnover Intentions is normally distributed in two categories of gender and age.
a) 1 sample KS Test: Table 3, 4 concluded that 1 Sample KS Test and A Shaprio-Wilk Test (p>.05) (Shaprio & Wilk, 1965; Razail & Wah, 2011) along with Visual Inspection of the histogram and Q-Q Plot showed that employee turnover Intentions was approximately normally distributed for all two categories (male and Female) of gender with a skewness of .030 (S.E .212) and a kurtosis -.448 (S.E. .420) for Male, and a skewness of -.092 (S.E. .229) and a kurtosis of -.284 (S.E. .455) for Female whereas table 5, 6 shows concluded that 1 Sample KS Test and Shaprio-Wilk test (p>.05) (Shaprio & Wilk, 1965; Razail & Wah, 2011) along with Visual Inspection of the histogram and Q-Q Plot showed that employee turnover Intentions was approximately normally distributed for all two categories (20-30y, 30-40y) of age with a skewness of .232 (S.E .226) and a kurtosis -.372 (S.E. .449) for 20-30y, and a skewness .168 (S.E .214) and a kurtosis of -.530 (S.E .425) for 30-40y
Therefore, Null Hypothesis not rejected.

b) Homogeneity of Variance:
Null hypothesis: There is no significance difference between the mean score of employee turnover intentions for various categories of Gender, Age.
Table 7, 8 shows variance in different categories of gender and age with respect to employee turnover intentions tested through Individual sample t- test. The result suggested that there is no difference in the mean scores for male (M= .445, S. D= .4456), Female (M= .439, S. D= .08096) conditions t (242) = 0.67, p= 0.507. And Table 9,10 for age 20-30y (M= .4493, S. D= .08232), age 30-40 y (M=.4366, S. D= .07796) condition t (242) = 1.235, p= .218.
Therefore, Null Hypothesis not rejected.

iii) Normality test of the standardized residuals:
Null hypothesis: The standardized residual of dependent variable is normally distributed.
Table- 11 and 12 shows descriptive statistics (Skew. = .049, Kurt. = -.406) and normality tests (1sample K S test p= .200* and Shapiro-Wilk test p= .596) of standardized residuals of ETI.
   Therefore, Null Hypothesis not rejected.
iv) Multicollinearity: Table- 13 shows the multicollinearity statistics. The analysis indicated that there was no violation of the assumptions of multicollinearity as tolerance is less than 0.10 and also VIF > 5 or 10 for both the models. (O 'Brien, 2007).

Construct reliability and validity analysis for different dimensions:
For Likert- types scales, it is necessary to calculate the Cronbach's alpha for reliability and consistency (Joseph et al., 2003). Table-14 shows the reliabilities of scores of multifactor leaderships scale, employee turnover scale

and communication competencies scale, organizational commitment scale and employee satisfaction. The Cronbach's alpha for all scales are above 0.70 (George and Mallery, 2003) means a high level of internal consistency for the scale. Over all Cronbach's alpha value for the complete scale is 0.818.

Hypothesis testing for control variables:

Null Hypothesis:
There is no significance change in the value of R^2 on controlling the influence of organizational culture and employee satisfaction for testing influence of Transformational, Transactional leadership on Employee turnover Intentions.

Table -16 represents the effect of control variables tested through Linear Regression. Results suggested that there is a significant change, $F(3, 239) = 240.690$, $p = .000$, $R^2 = .684$. The p (.000) value indicated 68.4 percent of variance in employee turnover is due to Leadership styles (Transformational, Transactional) and communication competencies.

Therefore, Null hypothesis not accepted.

Exploratory factor analysis (EFA):

i) **Communication Competencies:** Items used to measure Communication competencies were sorted from literature on communication skills, so to reduce and to check the scale EFA was done on Communication competencies scale. Table-17 shows the output of Kaiser-Meyer-Olkin Measure of Sampling Adequacy is .805 and Bartlett's Test of Sphericity, $\alpha=.000$ which is< .005. Chi-Square $(120) = 5110.972$, $p<.005$. The value of communalities ranges in between .677 to .933. 3 components with eigen value>1 are isolated explaining 79.44% of total variance which means three components are extracted which are explaining Communication competencies. Table 18 shows rotated component matrix; the rotation sums of the squared loading represent the distribution of the variance after the varimax rotation with Kaiser Normalisation. And Graph-19 representing scree plot for 3 components

ii) **EFA of full scale:** Table-20 shows the output of Kaiser-Meyer-Olkin Measure of Sampling Adequacy is 0.846 and Bartlett's Test of Sphericity i.e. homogeneity of Variance, $\alpha=.000$ which is< 005. Chi-Square $(1326) = 13168.09$, $p> .005$. The value of communalities ranges in between .568 to .934. 12 components with eigen value>1 are isolated explaining 78.101% of total variance. Table-20 shows rotated component matrix; the rotation sums of the squared loading represent the distribution of the variance after the varimax rotation with Kaiser Normalisation. And Graph-20 represent scree plot for 12 components including 3 components of Transactional and 5 components of transformational leadership, 3 components of Communication Competencies, and 1 component of Turnover Intentions were extracted as suggested in corresponding standardized scales.

Confirmatory factor analysis (CFA):
Confirmatory Factor Analysis was run to confirm the factor and Table-21 shows average variance explained (AVE= Transactional 0.754; Transformational 0.665; Communication Competencies 0.537; Turnover Intentions 0.508) composite reliability (CR= Transactional 0.924; Transformational 0.887; Communication. Competencies 0.822; Turnover Intentions 0.838). Correlation coefficient for all the inter items corresponding to transactional leadership communication competencies and employee turnover intentions were <.3 (Hair et al., 2010) suggesting low inter-variable correlation and establishment of discriminant validity. Whereas the regression weights of items were >.5 suggested presence of high interitem correlation therefore convergent validity was also established. Table 22, shows computation of Degree of Freedom (chi square $(98) = 149.653$, $p<.05$) and Table- 23 shows the model fit indices all the values (GFI= .94; RMSR= .067; RMSEA = .041; Adjusted GFI= .924; CFI= .939 Parsimony GFI= .681; Parsimony CFI= .767; Parsimony Normed Fit Index = .690) all the values fall within threshold range hence this model was a good fit

CFA Model-1

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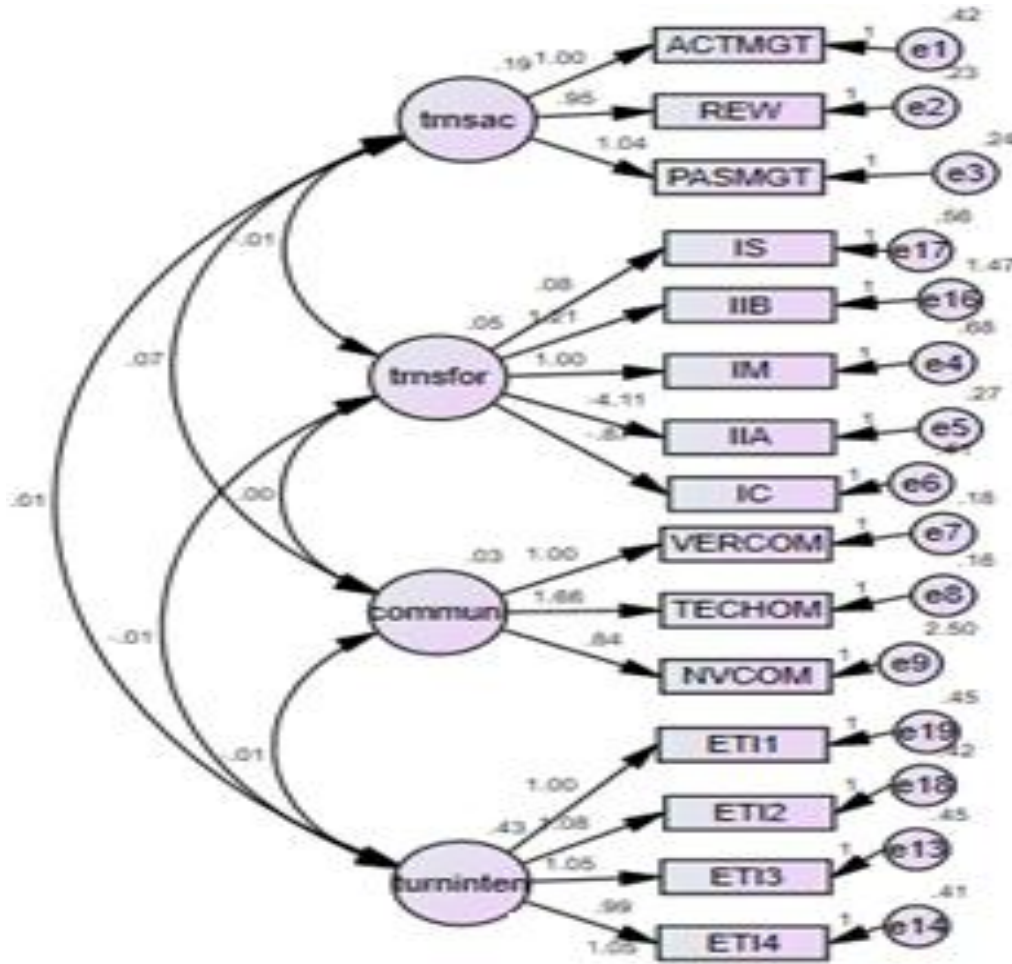
Testing hypothesis:

➢ H1: Significant inverse association exists between transactional leadership and turnover intentions.

Figure 2

Variable	Estimate (β)	Estimate (B)	S.E.	C.R.	P
TurnoverInten←Transactional	-.143	-0.034	0.014	-2.527	0.012

The results (B= -.034, t (241) = -2.527, p= 0.012, β= -.143, R^2= .02), this case indicating that transactional leadership has a significant negative influence on turnover intentions. therefore, H1 is accepted.

➢ H2: Significant inverse association exists between transformational leadership and turnover intentions.
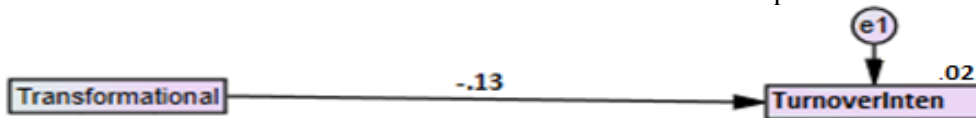
Figure 3

Variable	Estimate (β)	Estimate (B)	S.E.	C.R.	P
TurnoverInten←Transformational	-.126	-0.116	0.052	-2.225	0.026

The results (B= -0.116, t (241) = -2.225, p= 0.026, β= -.126, R^2= .02), this case indicating that transformational leadership has a significant negative influence on turnover intentions. therefore, H2 is accepted.

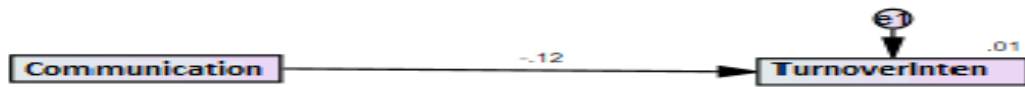➢ H3: significant inverse association exists between communication competencies and turnover intentions.

Figure 4

Variable	Estimate (β)	Estimate (B)	S.E.	C.R.	P
Communication←TurnoverInten	-0.119	-0.097	0.046	-2.100	0.036

The results (B= -0.097, t (241) = -2.100, p= 0.036, β= -0.119, R^2= .01), this case indicating that Communication has a significant negative influence on turnover intentions. therefore, H3 is accepted.

➢ H4: significant positive association exists between transformational leadership and communication competencies.
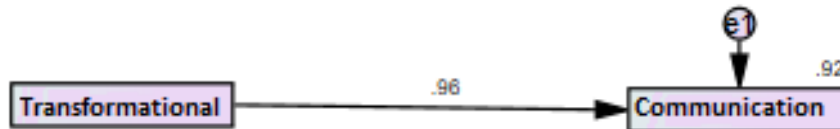
Figure 5

Variable	Estimate (β)	Estimate (B)	S.E.	C.R.	P
Transformational←Communication	.962	1.086	.018	61.441	***

The results (B= 1.086, t (241) = 61.441, p<.001, β= .962, R^2= .92), this case indicating that Transformational has a significant positive influence on Communication. therefore, H4 is accepted.

➢ H5: Significant positive association exists between transactional leadership and communication competencies.

Figure 6

Variable	Estimate (β)	Estimate (B)	S.E.	C.R.	P
Transactional←Communication	.955	.769	.014	56.208	***

The results (B= .769, t (241) = 56.208, p<.001, β= .955, R^2= .91), this case indicating that Transactional has a significant negative influence on Communication. therefore, H5 is accepted.

➢ Null Hypothesis: Communication competencies has no mediating effect in between the relationship turnover intentions and leadership styles.
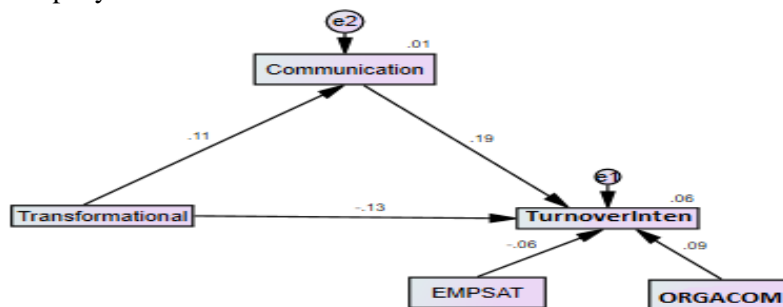

Figure 7

Effect	β -value	Significance, p-value <.05	Inference
Std. Total Effect	-.110	.04	

Std. Indirect Effect	.021	.03	
Std. Direct Effect	-.131	.01	**Partial Mediation**

The results suggested that direct, indirect and total effects are effects are significant as p<0.05, therefore hypothesis not accepted in this case and leader's communications styles and skills partially mediates this relationship.
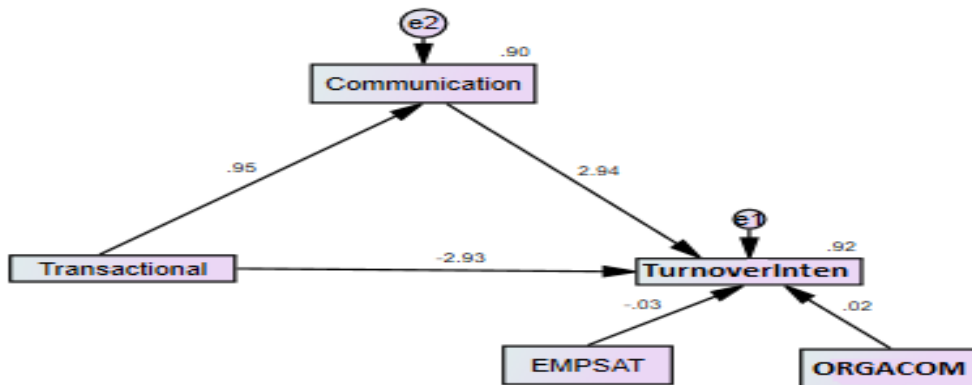

Figure 8

Effect	β -value	Significance, p-value <.05	Inference
Std. Total Effect	-.143	.008	
Std. Indirect Effect	2.78	.001	
Std. Direct Effect	-2.93	.001	Partial Mediation

The results suggested that direct, indirect and total effects are effects are significant as p<0.05, Therefore, null hypothesis not accepted in this case and leader's communications styles and skills partially mediates this relationship.

DISCUSSION:

The current study examined the influence of two leadership styles (Transformational and transactional leadership) on employees' turnover intentions. In precise, we explored the mediating role of Leaders communication competencies or style in linking the two leadership and turnover intentions.

The results of hypothesis, gave the evidence that both the leadership styles have negative relation with turnover intentions among executives in Indian small and medium IT/ITES organizations indicating that increase in magnitude of transactional and transformational leadership tends to decrease the turnover intentions and vice-a-versa, among employees hence leadership styles are influencing turnover intentions in selected sample of study. The interesting fact is the magnitude of influence is different in both the leadership styles. For transactional the effect was (B = -0.034, p=0.012) and for transformational effect was (B -0.116, p= .021) predicting that both the cases have almost similar effect as the difference in the magnitude is almost negligible. This is because of the fact that transformational leadership is employee oriented, leaders are motivators, act as inspirations, this leadership believes individual consideration and in developing future leaders and they know how to keep their teams happy and the overall influence is a satisfied workforce due to emotional and personal support provided by the leaders, and due to this even in some worst situations employee keep on performing and remains loyal and committed to their manager or leaders and the organization. Whereas transactional leadership is mainly about exchange offers and rewards in favour of getting the work done and also quick punishments in case of low performance level without considering the pervious track records. Leaders keeps employees motivated by regularly announcing monetary and non-monetary benefits. With every increase in benefits, rewards or advantages the turnover intentions decreases.

This study also revealed there exist a significant positive association or relationship between leaderships styles and leader's communications skills although the magnitude of the relationship differs in both the cases. Transactional leadership and leaders communication competences shared a significant association (B=.769, p <001). This is because of the fact that for transactional leaders are believers of exchange that's why it is also referred as exchange leadership style. For the getting the work properly done, work should be clearly and

correctly communicated to the employees to avoid error in tasks. A small miscommunication can cause major issues which may leads to less performance or incomplete work assignments. Therefore, transactional leader's emphasis on effective communications skills and styles. Whereas for transformational leaders also communication skills are equally required and the results indicate a positive relationship between two and the magnitude (B =1.086, p <.001) is higher as compared to transactional. This is because for transformational leaders do not believe in getting work assigned and done by the team members rather they tend to develop strong bond with their subordinates by making themselves available professionally and personally. Communication plays a significant role in developing relations at work place but not only the criterion for judging transformational leaders as they think beyond tasks and beyond themselves when it is about team or an individual working with them. The results verified that both the leader's effective communication competencies and employee turnover intentions share significant negative relationship (B= -0.097, p=.036), turnover the influence is very low but significant, this is because communication plays important role in channelizing all organizational functions. Clear, crisp and correct communication can increase the overall productivity and miscommunication can bring disastrous situations like dissatisfied employees, poor work culture, conflicts among employees etc. which may lead to this is because there are different other variables contributing to turnover intentions. Communication serve as a transporter of information, ideas, thoughts etc. to keep all the departments actively functional. Lack of effective communication at any level cause serious performance issues as one cannot perform if not sure with what needs to be done and when. Poor performance caused by miscommunication or communication gap becomes sometimes became major issue to let employee think about quitting. there is a minute significant increase in total effect with the mediating role of communication competencies.

Mediation analysis tested the role of communication in between leadership styles and turnover intentions. A significant partial mediation effect was observed as all the three effects direct, indirect and total were significant. The magnitude of effect of Transactional leadership on employee turnover was (std.β = -.143) in the absence of communication competencies but after the effect was decreased (std.β -2.93) on adding communication as a mediator. Similarly, for transformational leadership and employee turnover intentions direct effect was (std.β = -.126) and communication has decreased the effect to (std.β= -.131) under the controlled effect of employee satisfaction and organizational commitment. The decrease in direct effect in case of transactional was (2.78) and for transformational (.005) this means communication has mediated the association of two variable.

It was also found that in case of transactional communication has affected the association (2.78) as compared to transformational (.005) this a indicated that for transactional leaders effective communications competencies are influencing the turnover intentions or for transactional leaders it is must to communicate effectively if they want to control turnover intentions tendencies transactional leadership involves very less emotional and moral connectivity with employees the relations between leader and subordinates is purely worked or tasked based or exchange based. as compared to transformational leaders where communication is not impacting the relation much the magnitude of change is very low. The reason being the transformational leaders are more closely associated with their teams emotionally and morally they keep them motivated and give them freedom to work innovatively which has positive impact on their performance, and job satisfaction level ultimately reducing the tendencies to go.

CONCLUSION:

First, as discussed theoretically and proved practically that leaders and their leadership are the base of an organization the culture of an organization can be assumed observing the leading style of an organization and same relation has been found in the current study indicating that leadership both transactional and transactional power to control turnover intentions if developing the negative association among the two reflected in the absence of or lack of transactional or transformational leadership employees have more tendencies to think about quitting. Also, leader's communication competencies have strong association with leadership styles more better the leading styles better is the communication skills. Leaders communication skills were significantly associated with leadership styles and turnover intentions. It can also be concluded that both communication competencies and turnover intentions share inverse relationship with decrease in effective competencies, turnover intention increased in the lack or absence of communication competencies.

Second, to the best of our knowledge, the mediating role of leaders communication competencies under which the transactional and transformational leadership leads to significantly reduce turnover intentions has been studied and explained also how role of leader's effective communication competencies can be used to control

the turnover intentions among employees as it acted as a partial mediators between both the leadership styles and employee turnover intentions, the partial role is because of the fact that there are other important omitted factors acting as full mediator.

PRACTICAL IMPLICATIONS:

First, given the direct relationship between transactional / Transformational leadership and employee turnover intentions, organizations must be use these two leadership styles or leaders must use either transactional or transformational leadership as modernizer in contrary to the development of turnover intentions among employees. Also, the leaders must consider effective communication skills as a tool to understand the root cause of turnover intentions and to control it with required solution's or actions. Thus, it is well required for organization to hire or to train transactional or transformational with effective communications skills and styles or to build a cordial relationship and healthy environment with in organizations to increase employee satisfaction level and to reduce turnover tendencies. Therefore, encouraging transactional or transformational leadership in managers can act as an effective approach for employee retention in Indian small- and medium-scaled IT/ITES organizations.

LIMITATIONS AND FUTURE RESEARCH:

The study has some limitations like this study confined to small and medium scale IT/ITES organizations form Delhi/NCR area, thus the findings may not be generalizable to different industries. Although data was collected from employees but was collected through self-reported questionnaire which is another limitation of this study. The study was done on cross sectional data but longitudinal study could improve the magnitude of the effects of different variable like transformational transactional, turnover intentions and communication competencies on each other.

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APPENDIX-1

Table 1: Descriptives

S/N	Characteristics	Categories	Number of respondents	Percentage (%)
1	Age	20-30	114	47.1
		30-40	128	52.9
2	Gender	Male	131	54.1
		Female	111	45.9

Table 2: Skewness and Kurtosis of DV &IDV

Factors	Skewness	Std. error	Z-Skewness	Kurtosis	Std. error	Z Kurtosis
Communication Competencies	-0.014	0.241	0.05	-0.072	0.478	-0.15
Transformational Leadership	0.009	0.241	0.03	-0.581	0.478	-1.21
Transactional Leadership	0.098	0.241	0.40	-0.214	0.478	-0.44
Turnover Intentions	0.017	0.241	0.07	-0.631	0.478	-1.31
(Values at 95% Confidence Interval for Mean & 5% Trimmed Mean)						

Table 3: Descriptive Statistics of Employee turnover Intentions in two categories of Gender

Gender				Statistics	Std. Error
Turnover Intentions	Male	Mean		0.4443	0.00685
		95% Confidence Interval for Mean	Lower Bound	0.4307	
			Upper Bound	0.4578	
		Skewness		0.03	0.212
		Kurtosis		-0.448	0.42
	Female	Mean		0.4412	0.00779
		95% Confidence Interval for Mean	Lower Bound	0.4257	
			Upper Bound	0.4566	
		Skewness		0.092	0.229
		Kurtosis		-0.284	0.455

Table 4 : Test of Normality

	Gender	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
		Statistics	df	Sig.	Statistics	df	Sig.
Turnover Intentions	Male	0.054	131	.200[*]	0.989	131	0.364
	Female	0.047	111	.200[*]	0.993	111	0.833
*. This is a lower bound of the true significance.							
a. Lilliefors Significance Correction							

Table 5: Descriptive Statistics of ETI in two categories of Age

	Age			Statistic	Std. Error
Turnover Intentions	20-30	Mean		0.4492	0.00776
		95% Confidence Interval for Mean	Lower Bound	0.4338	
			Upper Bound	0.4646	
		Skewness		0.232	0.226
		Kurtosis		-0.372	0.449
	30-40	Mean		0.4372	0.00682
		95% Confidence Interval for Mean	Lower Bound	0.4237	
			Upper Bound	0.4507	
		Skewness		-0.168	0.214
		Kurtosis		-0.53	0.425

Table 6: Tests of Normality

	Age	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Turnover Intentions	20-30	0.07	114	.200[*]	0.988	114	0.442
	30-40	0.052	128	.200[*]	0.989	128	0.366
*. This is a lower bound of the true significance.							
a. Lilliefors Significance Correction							

Table 7: Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
ETI	Male	**131**	.4456	.07647	.00605
	Female	**111**	.4396	.08096	.00665

Table 8: Independent Samples Test ETI- Gender

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
ETI	Equal variances assumed	0.41	0.5	0.67	242	0.507	0.00596	0.00897	-0.012	0.02362
	Equal variances not assumed			0.66	236.52	0.508	0.00596	0.00899	-0.012	0.02366

Table 9: Group Statistics

	Age	N	Mean	Std. Deviation	Std. Error Mean
ETI	20-30	117	.4493	.08232	.00761
	30-40	125	.4366	.07796	.00697

Table 10: Independent Samples Test ETI- Age

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
ETI	Equal variances assumed	.084	.772	1.235	242	.218	.01273	.01030	-.00757	.03303
	Equal variances not assumed			1.233	236.557	.219	.01273	.01032	-.00761	.03306

Table 11: Descriptives Statistics

		Statistic	Std. Error	Z- value
Standardized Residual ETI	Skewness	.049	.156	0.31516
	Kurtosis	-.406	.312	-1.30304

Table 12: Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Standardized Residual	.046	242	.200[*]	.995	242	.596
*. This is a lower bound of the true significance.						
a. Lilliefors Significance Correction						

Table 13: Multicollinearity

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	0.44	0.01		43.78	0		
	Employee satisfaction	-0.038	0.013	-0.175	-2.975	0.003	0.922	1.085
	Organizational commitment	-0.003	0.025	-0.006	-0.103	0.042	0.922	1.085
2	(Constant)	-0.168	0.03		-5.582	0		
	Employee satisfaction	-0.014	0.007	-0.064	-1.964	0.03	0.904	1.107
	Organizational commitment	-0.011	0.014	-0.027	-0.836	0.04	0.914	1.094
	Transformational	-0.031	0.004	-0.22	-7.08	0	0.984	1.016
	Communication	1.983	0.077	2.054	25.847	0	0.35	2.669
	Transactional	-2.032	0.08	-2.024	-25.423	0	0.349	2.693
a. **Dependent Variable:** ETI								

Table 14: Reliability Statistics

Variables	Cronbach's Alpha	N of Items
Transactional Leadership	0.877	12
Transformational Leadership	0.709	20
Turnover Intentions	0.816	4
Communication Competencies	0.897	16
Organizational Commitment	0.971	8
Employee Satisfaction	0.934	14
Overall reliability of Full Scale	0.818	74

Table 16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.173[a]	0.03	0.024	0.07765	0.03	4.713	2	241	0.01
2	.845[b]	0.714	0.709	0.04238	0.684	240.69	3	239	0
a. **Predictors:** (Constant), organization commitment, employee satisfaction									
b. **Predictors:** (Constant), organization commitment, employee satisfaction, communication, transformational, transactional									

Table 17: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.805
Bartlett's Test of Sphericity	Approx. Chi-Square	5110.972
	df	120
	Sig.	0

Table 18: Rotated Component Matrix[a]

Items	Component		
	1	2	3
Verbal1		0.884	
Verbal4		0.909	
Verbal5		0.9	
Verbal7		0.855	
Verbal14		0.821	
Verbal16		0.733	
NonVerbal2	0.964		
NonVerbal3	0.956		
NonVerbal8	0.955		
NonVerbal9	0.962		
NonVerbal10	0.956		
NonVerbal15	0.954		
Technology6			0.838
Technology11			0.818
Technology12			0.822
Technology13			0.816
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 4 iterations.			

Table 20: Rotated Component Matrix[a]

Items	Component											
	1	2	3	4	5	6	7	8	9	10	11	12
CR1									0.75			
CR11									0.862			
CR16									0.903			
CR35									0.752			
MBEP3											0.795	
MBEP12											0.779	
MBEP17											0.786	
MBEP20											0.736	
MBEA4					0.848							
MBEA22					0.899							
MBEA24					0.876							
MBEA27					0.88							
IS2						0.854						
IS8						0.872						
IS30						0.897						
IS32						0.875						
IIB6			0.925									
IIB14			0.917									
IIB23			0.926									
IIB34			0.915									
IIA10				0.907								

Items	Component											
	1	2	3	4	5	6	7	8	9	10	11	12
IIA18				0.896								
IIA21				0.905								
IIA25				0.911								
IM9								0.85				
IM13								0.868				
IM26								0.849				
IM36								0.806				
IC15							0.85					
IC19							0.84					
IC29							0.86					
IC31							0.84					
ETI1												0.784
ETI2												0.812
ETI3												0.786
ETI4												0.793
Verbal1		0.87										
Verbal4		0.9										
Verbal5		0.89										
Verbal7		0.85										
Verbal14		0.82										
Verbal16		0.73										
NonVerb 2	0.947											
NonVerb 3	0.946											
NonVerb 8	0.935											
NonVerb 9	0.949											
NonVerb 10	0.937											
NonVerb 15	0.94											
Techno6										0.812		
Techno11										0.81		
Techno12										0.793		
Techno13										0.8		

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Table 21: Validity Statistics

	CR	AVE	MSV	ASV	Transact	Transform	Comm. Compete	Turno Intentions
Transact	0.924	0.754	0.150	0.929	**0.868**			
Transform	0.887	0.665	0.128	0.961	0.349	**0.816**		
Comm. Compete	0.822	0.537	0.150	0.967	0.387	0.358	**0.733**	
Turno Intentions	0.838	0.508	0.001	0.972	0.032	0.025	0.001	**0.713**

Note: Upper Diagonal Bold Values denoted the Square root of the Respective AVE;

Table 22: Computation of Degree of Freedom

Number of distinct sample moments:	136
Number of distinct parameters to be estimated:	38
Degrees of freedom (136-38):	98

Table 23: Goodness and Badness-of-fit indices of first order CFA

Goodness of fit Indices	Criterion Guidelines	Model Values
Absolute Goodness of fit Index		
Chi-Square (CMIN)		149.653
Degree of Freedom (D.F)		98
Probability Level		.001
Normed Chi-Square (CMIN/D. F)	≤ 3 (Hair et al., 2010)	1.527
Goodness of Fit Index (GFI)	≥ .8 (MacCallum & Hong, 1997)	.94
Absolute Badness of Fit Index		
Root Mean Square Residual (RMSR)	≤ .10 (Wu, 2009)	.067
Root Mean Square Error	≤ .08 (Steiger, 1990)	.041
Of Approximation (RMSEA)		
Incremental Fit Measure		
Adjusted GFI	≥ .80 (MacCallum & Hong, 1997)	.924
Comparative Fit Index (CFI)	≥ .90 (Gerbing & Anderson, 1992)	.939
Parsimony Fit Measurement		
Parsimony GFI	≥ .50 (Wu, 2009)	.681
Parsimony CFI	≥ .50 (Wu, 2009)	.767
Parsimony Normed Fit Index	≥ .50 (Wu, 2009)	.690