EMPLOYEES TURNOVER INTENTION OF SERVICE INDUSTRY IN MALAYSIA

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Abstract: This study investigates the reliability and effectiveness of various leadership styles and organisational cultures in influencing turnover intention in Malaysia's service industry. The research employs a detailed reliability analysis of the measurement instruments to ensure the validity and robustness of the conclusions drawn. Data were collected using a cross-sectional design and analysed using SPSS version 28.0. Transformational leadership, authentic leadership, organisational culture, and turnover intention were measured using established scales. The reliability of these constructs was assessed using Cronbach's alpha, with all constructs exceeding the recommended threshold of 0.70, indicating strong internal consistency. The results show that transformational and authentic leadership styles, as well as a positive organisational culture, significantly influence turnover intention. The findings underscore the importance of fostering effective leadership and a supportive organisational culture to reduce employee turnover. This study provides valuable insights for organisations in the service industry seeking to improve employee retention and organisational performance.

Keywords: Turnover intention, Service industry, Leadership styles, Organisational culture

1. Introduction

People will work at several places, have jobs, and have hobbies to support their way of life. However, a variety of factors make it difficult to determine how much time people devote to various pastimes. Individuals will adjust or depart from organisations and positions according to what best suits them. To quit a job or organisation, you must first have the intention to leave—also known as turnover intention. Guzeller and Celiker (2019) assert that employee turnover is critical for an organisation due to the costs associated with lost talent, severance pay, hiring additional employees, and the performance gap between leaving staff and new ones. Furthermore, Guzeller and Celiker (2019) claimed that although employee turnover devalues organisational knowledge, it adversely affects an organisation's capacity to function and produce results. The workforce is an essential component of organisational capital.

Nur Syafiqah Zainal et al. (2022) state that in developing nations like Malaysia, employee turnover intention has become a major concern. Turnover intention refers to an employee's desire to leave their current employer. In addition, if a person feels underappreciated, unmotivated, or unable to progress in their role, they may decide to quit and leave the organisation. Guanghuai et al. (2021) distinguished between two types of turnover: involuntary and voluntary, the latter resulting from employees' decision to leave

their positions. Higher involuntary turnover than voluntary turnover may indicate problems with a company's hiring practices and policies.

With a population of about 33.2 million in the first quarter of 2023 and a population growth of 1.6% from the same period in 2022, Malaysia serves as the backdrop for this study's focus on the service industry (Department of Statistics [STATISTA], 2023). In December 2022, Malaysia's gross domestic product (GDP) per capita was 12,471.769 USD, down from 11,479.067 USD in December 2021. It is imperative to underscore that, as of 2022, the services industry accounted for the largest portion of Malaysia's GDP (about 877 billion Malaysian ringgit) out of all other sectors. The services sector is made up of utilities, retail, banking services, food businesses, and utilities (STATISTA, 2023).

Al-Suraihi et al.'s survey from 2021 revealed that 49% of Malaysian organisations—nearly half—had issues with employee turnover. According to Al-Suraihi et al.'s research in 2021, in this scenario, Malaysia has the third-highest voluntary turnover rate of 9.5% and the second-highest voluntary turnover rate of 6.0% in Southeast Asia. There are costs associated with turnover, including hiring costs for the process of finding a replacement, labour losses during the time between the resignation of the departing employee and the time it takes to find a replacement, lower productivity from recently hired staff as they adjust to their new roles, and so forth.

Guzeller and Celiker (2019) conducted a study that revealed the two most critical issues that organisations need to address: employee turnover intentions and actual turnover rates. According to research by Guzeller and Celiker (2019), it is worth observing that a high labour turnover rate makes it harder for employees to stay in their organisation and build expertise. It is important to note that when a corporation often replaces talented, experienced workers with younger, less experienced employees, it eventually takes longer for the newly recruited employees to gain the knowledge and expertise required to be competent in their specific jobs and duties. This dispersion prevented less experienced professionals from becoming independent specialists. Because of the nature of the service industry, employees must continue to possess these interpersonal and social abilities, in addition to being enthusiastic, upbeat, and ready. Guzeller and Celiker (2019) enunciate that the service industry frequently depends on employees' ability to deliver services with a human touch and their service delivery skills. As a result, the employee turnover factor poses a significant threat to the quality of services.

According to Md. Elias Hosen's (2022) research, a significant number of organisations fail to effectively monitor employee complaints to reduce employee turnover. Furthermore, many employees face significant pressure from their supervisors, which can originate from either direct or indirect sources. Eventually, this stress results in mental distress and a desire to leave the firm. When an employee sees a misalignment between their expectations and the organisation's aims, they get unhappy and consider quitting the company (Md. Elias Hosen, 2022). This study aims to investigate the reliability and effectiveness of various leadership styles and organisational cultures on turnover intention within a specific population. The study conducted a detailed reliability analysis of the instrument used to measure these constructs to ensure the validity and robustness of the conclusions drawn.

2. Literature Review

2.1 Turnover Intention and Transformational Leadership

Numerous studies on employee's intentions to stay in or leave their existing employment have shown the relevance of leadership in actual events. The relationship between transformational leadership and positive employee transformations encourages organisations to carry out corporate objectives and plans. Transformational leaders improve the motivating effects at work by favourably responding to workers' self-identification, self-worth, self-concept, values, and readiness to engage in an organisational performance-raising process (Donkor et al., 2021). It has been shown that transformational leadership significantly affects the amount and direction of intentions to leave a job. This is often associated with undesirable consequences such as a rise in superfluous spending and a decline in the competitiveness of the organization. Being a part of the organisation is the opposite. The relationship between employee turnover intention and transformational leadership in the organisation has been studied, but less focus has been placed on the role of mediating variables in this relationship. The results of empirical research show a significant relationship between transformational leadership and employees' turnover intention (Donkor & Dongmei, 2020).

Voluntary organisational turnover intentions are negatively correlated with both transformational and transactional leadership styles (Mathisen et al., 2021). It was found that the organisation's greater recruitment and training expenses, which led to subpar customer service and unfavourable organisational growth, were the root reasons for the higher turnover rate. To better support their professional development and, ultimately, lower the intention of turnover, it was suggested that head organisations acting as managers should be able to motivate and assist their subordinates in realising their full potential (Mathisen et al., 2021). According to Yucel (2021), transformational leadership and turnover intentions are negatively correlated. According to the study's findings, responders frequently reduce employee productivity and raise attrition. Organisational leaders must cultivate a culture that supports employees' personal and professional development. The study's findings suggest that, as transformational leadership techniques have a significant influence on employees' performance, organisation management should concentrate more on enhancing them. If this is not possible, management should consider new leadership approaches that are more suited to the working conditions of the organization's longer-tenured, more economically engaged staff members wherein more than five years (Yucel, 2021).

2.2 Turnover Intention and Authentic Leadership

Authentic leaders work to achieve a range of objectives, from broad, strategic goals that support their vision to more narrow performance results like greater productivity and lower absenteeism or turnover (Mathisen et al., 2019). Organisation will suffer from losing money when employees leave, and leadership is essential in creating an environment at work that minimises the loss of human and intellectual capital. Recruiting, onboarding, training, development, and rehiring workers who willingly leave are all considered staff-related expenditures (Mathisen et al, 2019).

It is crucial to note that the Ladao et al. (2022) study's objective is to evaluate the substantial and negative impact that authentic leadership has on employees' desire to leave their jobs. More effective strategies to address employee withdrawal tendencies need an understanding of the mediating role that employees' perceptions of organisational support play in the relationship between turnover intention and authentic leadership among employees engaged in organisational process outsourcing. It has been demonstrated that authentic leadership matters since it has a negative impact on employees' willingness to leave. This explains why employees' propensity to leave their present employer or organisation or change jobs is decreasing, which is explained by the rising influence and impacts of authentic leadership (Ladao et al., 2022). Furthermore, it is demonstrated by Ribeiro et al. (2020) that authentic leadership is associated with high levels of employee retention and good job engagement. Moreover, research has shown that authentic leadership fosters dedication, job satisfaction, and organisational commitment.

Additionally, it has been demonstrated that authentic leadership affects employees' inclinations to stay in the organisation (Ribeiro et al., 2020). Moreover, authentic leadership reduces the likelihood that employees would leave their positions or join another business or organisation. Due to the detrimental effects of employee turnover, academics and practitioners have mostly focused on voluntary employee turnover (Gordon et al., 2019). These comprise, among other things, a decline in the standard of services provided, a loss of knowledge and productivity, and significant expenses related to hiring, onboarding, and training new staff members. Ribeiro et al. (2020) contend that sincere managers coupled with unrestricted idea exchange and open communication inside firms should deter employees from considering quitting. There should be a negative correlation between the desire to leave and authentic leadership since it promotes trust and is a desired strategy for keeping outstanding employees. More recently, a relationship has been found between authentic leadership and a lower propensity to the turnover intention of employees in the organisation.

2.3 Turnover Intention and Organisational Culture

Han-Sun et al. (2022) propounded the notion that organisational culture has a direct influence on employee turnover intentions in the service industry. Organisational culture, according to Han-Sun et al. (2022), is the collective attitudes, norms, and presumptions regarding how much a company values and encourages its workers to integrate their personal and professional life. Organisational culture, according to Han-Sun et al. (2022), is how businesses support each employee's personal life. This category includes measures of organisational culture such as the level of support provided to workers and bosses. Numerous elements, including a person's family life, management support, understanding of the potential ramifications for their career, and organisational time limitations that are necessary, impact their decision to utilise such initiatives.

In contrast, organisational cultures where leave autonomy is guaranteed do not dramatically change the likelihood of leave usage. Instead, individuals who find it easier to plan before taking a leave of absence tend to be more likely to not take leave. The results have important ramifications for workers in the service industry, especially in terms of how

well-informed they are about the organisational culture and how unlikely they are to leave. Moreover, the aim of Jeong and Kyung's (2020) study was to comprehend how job stress is generated inside an organisation by employee cooperation, how this impacts the desire to quit, and the general factors that influence it. Organisational characteristics like work stress and culture may be signs that an employee has decided to quit the company. According to the study's findings, organisational cultures that collaborated with two or more workers scored higher and had a lower intention of turnover than those that focused just on infection control (Jeong & Kyung, 2020).

Additionally, Niguse (2019) proposed the hypothesis that the turnover intention of an employee is positively correlated with its organisation culture. The results confirm the hypothesis ($\beta = 0.403$; $p = 0.001$) by demonstrating that organisational culture has a standard direct (unmediated) influence on turnover intention of 0.403. Employee attitudes are therefore influenced by organisation culture, and organisational results are either the source of or a result of employee attitudes. As a result, workers are more content in their roles, have faith in the organisation's support, and are less inclined to think about quitting. Obtaining positive results from employees requires having a well-defined goal and a strong working relationship (Niguse, 2019). Finally, employees that receive support demonstrate sharing and helpful behaviours, which enhance the organisation culture in the industry (De Leon, 2020). Stated differently, employees' desire to take time off is reduced and emotional commitment is increased over time by the organisation culture. Over time, this will help maintain the stability and qualifications of the workforce (De Leon, 2020).

2.4 Organisational Culture as A Mediator Between Leadership Styles and Turnover Intention

In exploring factors influencing employee turnover intention, organisational culture emerges as a crucial mediating variable that bridges the impact of various leadership styles on employees' propensity to leave an organisation. Paltu and Brouwers (2020) indicated that organisations are 'living entities' that exhibit their personalities through what is known as 'organisational culture.' The mediation study by Paltu and Brouwers (2020) found that organisational culture had a strong negative impact on the relationship between leadership and intention to leave (R2 = −0.51; SE = 0.05, p = 0.00). The partial mediation explains 71.6% of the turnover intention variance. Thus, the findings of Paltu and Brouwers (2020) indicated that when employees experience a toxic leader, it can negatively influence the organisation's culture. Such a toxic organisational culture may cause employees to be less committed, dissatisfied with their workplace, and want to leave the organisation. Moreover, Virgiawan et al.'s research from 2021 revealed that the best indicator of organisational culture for assessing the mediating effects of leadership styles and employee performance is the optimal use of time for work.

In conclusion, Paltu and Brouwers (2020) and Virgiawan et al. (2021) underscore the pivotal role of organisational culture in mediating the relationship between leadership styles and turnover intention. Paltu and Brouwers (2020) identified a significant negative mediating effect that highlights how a toxic organisational culture stemming from poor leadership can lead to higher employee turnover by diminishing workplace satisfaction and commitment. Complementarily, Virgiawan et al. (2021) emphasise the importance of optimal worktime

utilisation as a key indicator of a healthy organisational culture that supports effective leadership and enhances employee performance. These findings collectively suggest that fostering a positive organisational culture is essential for mitigating turnover intentions and promoting overall organisational health.

3. Conceptual Framework

This study establishes a conceptual framework for primary analysis concerning the impacts of authentic leadership and transformational leadership on turnover intention, with the mediating variable being the organisational culture of the employees in Malaysia's service industry. The primary goal of the current study is to verify the instrument's meticulous creation through scale validation, as evidenced by the pilot test results, without testing the hypotheses.
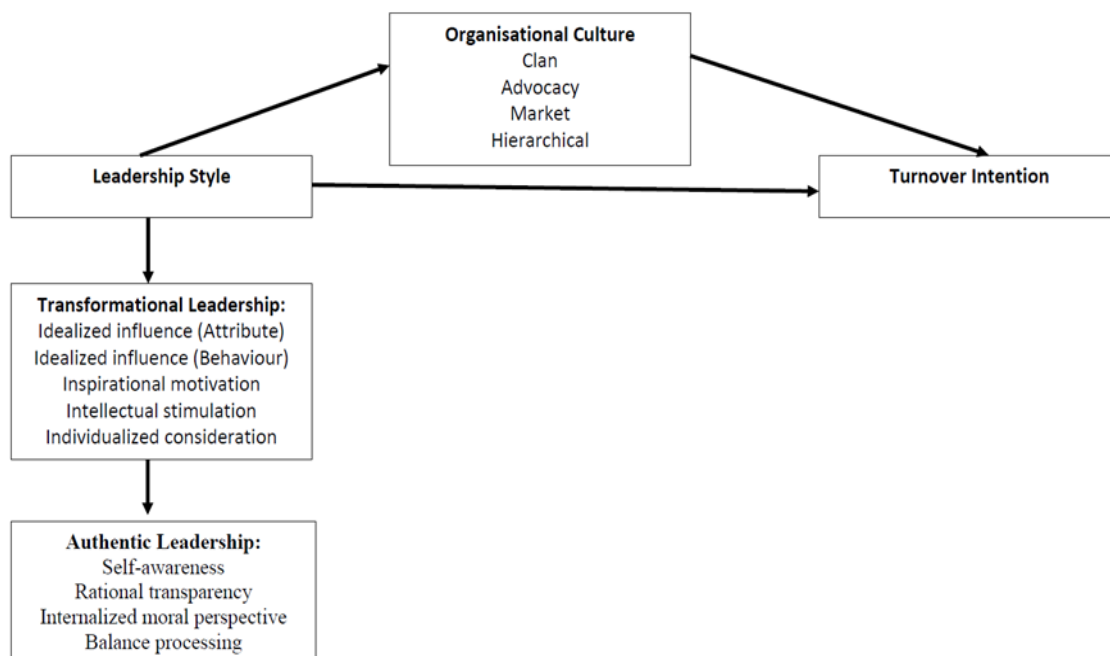

Figure 1. Conceptual Framework

4. Methodology

To gather preliminary data, this study uses a cross-sectional design, a quantitative technique, and a correlational research strategy. The sample units are made up of service sector employees, such as those employed by agencies, banks, value surveyors, law firms, and outsourced mortgage officers. Five Likert scale-related answers that range from strongly agree to strongly disagree are used to create a questionnaire. The questionnaire was divided into four sections, with Part A containing all pertinent questions about respondent demographic profiles. Turning now to Part B, which measures transformational leadership; Part C, which measures genuine leadership; Part D, which measures organisational culture; and Part E, which measures turnover intention. The suggested items were assessed on a Likert scale with five points. Subsequently, 37 questionnaires were randomly distributed among the employees, as SPSS analysis necessitates a minimum of 30 responses from participants.

Meanwhile, seven questionnaires were returned because the respondents had not filled out the survey completely. In addition, information on the sample's gender, age, employment history, education, marital status, and income level was gathered. This study employed convenience sampling techniques to manage data collection, given the availability of the data. To obtain replies voluntarily and maintain the privacy and confidentiality of the respondents who participated in the pilot test, ethical issues were considered.

4.1 Profile of Respondents

Table 1 displays the demographic profile of the respondents. There were 17 male respondents (56.67%) and 13 female respondents (43.33%). Among the 30 respondents, 5 were aged between 20 and 24, followed by another 12 aged between 25 and 29, 8 were aged between 30 and 34, 4 were aged between 40 and 44, and lastly, only 1 was aged between 45 and 49. In terms of employment history, 3 respondents worked for less than a year, 4 for 1 to 5 years, 8 for 6 to 10 years, 5 for 11 to 15 years, 3 for 21 to 25 years, and only 1 for 26 to 30 years. Moving to the education level of the respondents, the following results were obtained: 86.67% for bachelor's holders, followed by 10% for master's holders, and 3.33% for PhD holders. Regarding the marital status, 22 respondents were single, another 6 respondents were married, and 2 respondents were divorced. According to the above description, 26.67% of respondents had incomes below RM2,500.00, 40% had incomes between RM2,500.00 and RM4,849.00, 23.33% had incomes between RM4,850 and RM8,699.00, and only 10% had incomes exceeding RM8,700.00.

4.2 Measurement and Instrumentation

Transformational leadership, authentic leadership, turnover intention, and organisational culture—the latter of which serves as a mediating variable—are among the components of the research. This study used appropriate metrics to develop the scales based on relevant prior research. More specifically, transformational leadership was measured with the Authentic Leadership Questionnaire (ALQ), organisational culture was measured with the Organisational Culture Assessment Instrument (OCAI), and turnover intention was measured with Kelloway et al. (1999) measurement. The measurement scales that were selected followed the most modern and accepted practices in the sector. It all came from its original source.

Table 1. Demographic Profile of Respondents

Characteristics	Category	Frequency	%
Gender	Male	17	56.67
	Female	13	43.33
Age	20 – 24	5	16.67
	25 – 29	12	40.00
	30 – 34	8	26.67
	40 – 44	4	13.33
	45 – 49	1	3.33
Employment History	Less than one year	3	10.00
	1 – 5 years	4	13.33
	6 – 10 years	8	26.67
	11 -15 years	5	16.67

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Characteristics	Category	Frequency	%
	16 – 20 years	6	20.00
	21 – 25 years	3	10.00
	26 – 30 years	1	3.33
Education Level	Bachelor	26	86.67
	Master	3	10.00
	PhD	1	3.33
Marital Status	Single	22	73.33
	Married	6	20.00
	Divorced	2	6.67
Income Level	Less than RM2,500	8	26.67
	RM2,500 – RM4,849	12	40.00
	RM4,850 – RM8,699	7	23.33
	RM8,700 and above	3	10.00

4.2.1 Transformational Leadership

Bass and Avolio (2000) developed the MLQ-Form 5x to measure leadership in a variety of settings and circumstances across the nation, combining transformational, transactional, and laissez-faire leadership forms as shown in Table 2. Organisational leaders have also adopted the MLQ-Form 5x due to its development, reliability confirmation, and repeated validity. Using a collection of 45 questions, the MLQ assesses two transactional, two laissez-faire, and five transformational leadership variables. Every question is ranked, and the average score of the questions about the element being measured is used to get the overall score for that factor. The MLQ's ideas included transformational leadership practices and characteristics, such as idealised influence, inspiring motivation, intellectual stimulation, and customised consideration. Transactional leadership encompasses the following practices: contingent compensation, laissez-faire leadership style, and both active and passive management by exception. The components of transformative leadership were measured in this study using the MLQ, and the items are summarised in the accompanying table.

Table 2. Measurement of Transformational Leadership

No	Items
IIB1	My leader talks about his / her most important values and beliefs.
IIB2	My leader specifies the importance of having a strong sense of purpose
IIB3	My leader considers the moral and ethical consequences of the decision.
IIB4	My leader emphasises the importance of having a collective sense of mission
IIA1	My leader takes pride in others for being associated with him/her
IIA2	My leader goes beyond self-interest for the good of the good of the group
IIA3	My leader acts in ways that build my respect.
IIA4	My leader displays a sense of power and confidence in decisions.
ISM1	My leader re-examines critical assumptions to question whether they are appropriate.
ISM2	My leader seeks differing perspectives when solving problems.
ISM3	My leader gets me to look at problems from many different perspectives.
ISM4	My leader suggests new ways of looking at how to complete assignments.
ICS1	My leader spends time teaching and coaching.
ICS2	My leader treats me as an individual rather than just as a member of a group.
ICS3	My leader considers me as having different needs, abilities, and aspirations from others.
ICS4	My leader helps me develop my strengths.

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4.2.2 Authentic Leadership

This study used the Walumbwa et al. (2008) Authentic Leadership Questionnaire (ALQ) to assess authentic leadership. Table 3 shows the 16 items in the measure address four constructs: internalised moral viewpoint, relational transparency, balancing processing, and self-awareness. A 5-point Likert scale is used to measure how followers view their leaders' true leadership, with 1 denoting strongly disagree and 5 denoting strongly agreeing.

Table 3. Measurement of Authentic Leadership

No	Items	Variable
RTS1	My leader says exactly what he/she means.	Rational Transparency (RTS)
RTS2	My leader admits mistakes when they are made.	
RTS3	My leader encourages everyone to speak their mind.	
RTS4	My leader tells the hard truth.	
RTS5	My leader displays emotions exactly in line with my feelings.	
IMP1	My leader demonstrates beliefs that are consistent with actions.	Internalized Moral Perspective (IMP)
IMP2	My leader makes decisions based on his/her core values.	
IMP3	My leader asks me to take positions that support my core values.	
IMP4	My leader makes difficult decisions based on high standards of ethical conduct.	
BPR1	My leader solicits views that challenge his/her deeply held positions.	Balance Processing (BPR)
BPR2	My leader analyses relevant data before coming to a decision.	
BPR3	My leader listens carefully to different points of view before coming to conclusions.	
SAW1	My leader seeks feedback to improve interactions with the others.	Self-awareness (SAW)
SAW2	My leader accurately describes how others view his/her capacities.	
SAW3	My leader knows when it is time to re-evaluate his/her position on important issues.	
SAW4	My leader shows he/she understands how specific actions impact others.	

4.2.3 Organisational Culture

Cameron and Quinn (2011) designed and suggested the tool used in this study to assess organisational culture. It establishes the present culture of the organisation and plans its future evolution to accommodate changes made by its members and the needs of the environment (Cameron & Quinn, 2011). Table 4 shows the six OCAI items covering various facets of organisational culture are scored using a 5-point Likert scale. Each variable offers four options that correspond to the same framework quadrant: A (clan), B (adhocracy), C (market), and D (hierarchy).

Table 4. Measurement of Organisational Culture

No	Items
CLN1	The organisation is very personal and seems like an extended family. People seem to share a lot of them.
CLN2	The leadership in the organisation is generally considered to exemplify mentoring, facilitating, or nurturing.
CLN3	The management style in the organisation is characterised by teamwork, consensus, and participation.
CLN4	The glue that holds the organisation together is loyalty and mutual trust. Commitment to this

No	Items
	organisation runs high.
CLN5	The organisation emphasises human development wherein high trust, openness and participation persist.
CLN6	The organisation defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.
ADH1	The organisation is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.
ADH2	The leadership in the organisation is generally considered to exemplify entrepreneurship, innovation, or risk-taking.
ADH3	The management style in the organisation is characterised by individual risk-taking, innovation, freedom, and uniqueness.
ADH4	The glue that holds the organisation together is commitment to innovation and development. There is an emphasis on being on the cutting edge.
ADH5	The organisation emphasises acquiring new resources and creating new challenges wherein trying new things and prospecting for opportunities are valued.
ADH6	The organisation defines success on the basis of having the most unique or latest products. It is a product leader and innovator.
MRK1	The organisation is very results oriented. A major concern is getting the job done. People are very competitive and achievement oriented.
MRK2	The leadership in the organisation is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.
MRK3	The management style in the organisation is characterised by hard-driving competitiveness, high demands, and achievement.
MRK4	The glue that holds the organisation together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.
MRK5	The organisation emphasises competitiveness actions and achievement, hitting stretch targets and winning in the marketplace are dominant.
MRK6	The organisation defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.
HRC1	The organisation is a very controlled and structured place. Formal procedures generally govern what people do.
HRC2	The leadership in the organisation is generally considered to exemplify coordinating, organising, or smooth-running efficiency.
HRC3	The management style in the organisation is characterised by security of employment, conformity, predictability, and stability in relationships.
HRC4	The glue that holds the organisation together is formal rules and policies. Maintaining a smooth-running organisation is important.
HRC5	The organisation emphasises performance and stability. Efficiency, control, and smooth operations are important.
HRC6	The organisation defines success on the basis of efficiency wherein dependable delivery, smooth scheduling and low-cost production are critical.

4.2.4 Turnover Intention

The instrument predicted in Table 5 of four questions would take two minutes to complete. The Likert scale was used to measure the turnover intention scale, which had four items: 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), and 5 (strongly agree). The turnover intention variable's scale answers were used to collect data.

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Table 5. Measurement of Turnover Intention

No	Items	Variable
TUIN1	I am thinking about leaving this organisation.	Turnover Intention
TUIN2	I am planning to look for a new job.	
TUIN3	I intend to ask people about new job opportunities.	
TUIN4	I do not plan to be in this organisation much longer.	

4.3 Reliability Analysis

Using the results from the pilot research, one can assess the instrument's reliability using Cronbach's alpha, with values of 0.6 and above considered suitable (Bartee et al., 2004). Other writers, such as Tavakol and Dennick (2011), recommended using Cronbach's alpha values of at least 0.70. The Cronbach's alpha value for each construct was calculated, compiled, and organised in the following table (Table 6).

Table 6. The reliability analysis

Constructs	Item Number (64)	Internal Reliability (Cronbach Alpha)
Transformational Leadership Style	(20)	(.91)
Idealised Influence-Behavior (IIB)	4	0.885
Idealised Influence-Attribute (IIA)	4	0.821
Inspirational Motivation (IMV)	4	0.901
Intellectual Stimulation (ISM)	4	0.842
Individualised Consideration (ICS)	4	0.825
Authentic Leadership Style	(16)	(.93)
Rational Transparency (RTS)	5	0.876
Internalised Moral Perspective (IMP)	4	0.808
Balance Processing (BPR)	3	0.811
Self-Awareness	4	0.926
Organisational Culture	(24)	(.95)
Clan (CLN)	6	0.895
Advocacy (ADH)	6	0.920
Market (MRK)	6	0.858
Hierarchical (HRC)	6	0.905
Turnover Intention	(4)	(.88)

5. Research Findings

Reliability analysis is a critical step in assessing the consistency of the instrument used in the study. The reliability of several constructs within the instrument was assessed using Cronbach's alpha, a widely recognised measure of internal consistency. According to Bartee, et al. (2004), Cronbach's alpha values of 0.6 and above are deemed suitable. However, Tavakol and Dennick (2011) recommend using a threshold of at least 0.70 for Cronbach's alpha to ensure reliability. Table 6 presents the Cronbach's alpha values for each construct evaluated in this study, derived from the pilot research.

5.1 Transformational Leadership Style

The transformational leadership style can be divided into five components, each of which exhibits robust internal reliability. Idealised Influence-Attribute (IIA), Inspirational Motivation (IMV), Intellectual Stimulation (ISM), and Individualised Consideration (ICS) all have Cronbach's alpha values between 0.821 and 0.901, which means that the items in each component are very similar to each other. The overall Cronbach's alpha for the transformational leadership style construct is 0.91, well above the acceptable threshold.

5.2 Authentic Leadership Style

The Authentic Leadership Style construct includes Rational Transparency (RTS), Internalised Moral Perspective (IMP), Balanced Processing (BPR), and Self-Awareness. The Cronbach's alpha values for these components range from 0.808 to 0.926, reflecting strong internal consistency. The overall reliability for this construct is 0.93, indicating that the items reliably measure the intended construct.

5.3 Organisational Culture

Four subcomponents assess organisational culture: Clan (CLN), Advocacy (ADH), Market (MRK), and Hierarchical (HRC). Each subcomponent has a high Cronbach's alpha value, ranging from 0.858 to 0.920. The aggregate reliability for organisational culture is notably high at 0.95, suggesting excellent internal consistency across the items measuring this construct.

5.4 Turnover Intention

The Turnover Intention construct is evaluated with a Cronbach's alpha of 0.88, indicating that the items used to measure turnover intention are consistent and reliable.

6. Conclusion

The proposed variables were found to meet the Cronbach Alpha values, and the respondents' demographic profile was assessed using descriptive statistics. Every constructed object has met the reliability value standards, indicating the need for further research. The reliability analysis shows that all constructs and their corresponding components have Cronbach's alpha values above the recommended threshold of 0.70, with many surpassing 0.80. This indicates that the instrument employed in the study is dependable and consistently assesses the desired concepts, guaranteeing the strength of the conclusions drawn from the data. An in-depth examination of the proposed research model's internal consistency confirms that it meets the requirements for this aspect. When data from a larger group sample size is collected, a more complete summary of the research will also be disclosed; this will be supplied in the next research, along with more specific details on the research model that will be offered in the study.

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