

## THE ROLE OF ORGANISATIONAL CULTURE IN TURNOVER INTENTION IN THE MALAYSIAN SERVICE INDUSTRY

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**Abstract:** This study examines the mediating role of organisational culture in the relationship between leadership styles and employee turnover intention in Malaysia's service industry. With high turnover rates posing a critical challenge, the study investigates the impact of transformational, and authentic leadership on organisational culture and its influence on retaining employees. Key findings reveal that leadership styles, while not directly reducing turnover intention, significantly shape organisational culture. Both leadership styles indirectly reduce turnover intention through their positive impact on organisational culture. The study underscores the pivotal role of culture as a mediator, providing actionable insights for managers to align leadership strategies with cultural development. By employing validated measurement tools and structural equation modelling, the study offers robust evidence for enhancing retention strategies. The findings contribute to existing literature by highlighting the indirect effect of leadership on turnover through culture, filling a research gap in the Malaysian context. This study advocates for leadership development programmes tailored to Malaysia's unique workforce dynamics, focusing on fostering inclusive, innovative, and trust-based organisational cultures. These findings serve as a guide for policymakers and practitioners in addressing turnover challenges, and ensuring sustainable growth in Malaysia's service sector.

**Keywords:** Organisational culture, Human resource management, Transformational leadership, Authentic leadership, Service industry

### 1. Introduction

The Malaysian service sector faces a critical challenge of employee turnover, which significantly impacts organisational stability and productivity. The industry is one of the largest contributors to Malaysia's economy, hence addressing turnover intention is essential for sustainable growth. Recent studies reveal alarming trends, with Malaysia reporting the third-highest voluntary turnover rate in Southeast Asia at 9.5% and the second-highest involuntary turnover rate at 6.0% (Al-Suraihi et al., 2021). These trends underscore the urgent need to explore solutions that enhance employee retention. Leadership styles play a vital role in influencing organisational culture and employee attitudes, impacting turnover intention. Specifically, transformational and authentic leadership styles have emerged as key drivers in fostering a positive work environment. Transformational leaders motivate employees by inspiring intellectual growth, offering personalised support, and encouraging innovation (Bouranta, 2020; Mingjun et al., 2021). Meanwhile, authentic leadership focuses on ethical behaviour, transparency, and

building trust, which promotes psychological safety and enhances employee morale (Yamak & Eyupoglu, 2021; Zhenyuan & Yunhui, 2020).

Organisational culture serves as a critical mediator in this relationship, as it shapes shared values, beliefs, and norms that drive employee behaviour, and performance (Niguse, 2019). A strong organisational culture, influenced by effective leadership, can mitigate turnover intention by creating an environment where employees feel valued, supported, and motivated to remain with the organisation. Given the pressing issue of turnover in Malaysia's service industry, this study aims to examine the impact of transformational and authentic leadership on turnover intention, with organisational culture as a mediating variable. This research seeks to offer insights that address turnover intention and enhance employee retention strategies within Malaysia's service sector.

## 2. Literature Review

### 2.1 Transformational Leadership

Burns (1978) laid the groundwork for transformational leadership theory, defining it as a collaborative process where leaders and followers mutually elevate motivation and morals to drive individual, group, and organisational change. Bass (1990) expanded on this, describing transformational leaders as those who foster understanding and commitment to organisational goals, prioritising collective benefit over self-interest. Similarly, Saif-Ur-Rehman Khan et al. (2020) emphasises transformational leaders' focus on teamwork, community, cooperation, and ethical principles to achieve personal and organisational objectives. This leadership style inspires and motivates followers through moral ideals, emphasising a shared vision and a sense of communal responsibility. While extensive studies have explored transformational leadership's impact globally, research focusing on its influence on turnover intention in Malaysia's service industry remains unexplored. Leadership behaviours in Southeast Asian contexts, particularly in Malaysia, may differ due to cultural nuances that emphasise collectivism and hierarchical respect. Belhaj (2024) provides regional insights but are not based in Malaysia.

### 2.2 Authentic Leadership

There is a growing call for ethical leadership in today's ever-evolving marketplace, characterised by intense competition, rapid technological advancements, and notable ethical lapses compromising stakeholders' interests in organisations. This entails leaders embodying integrity, transparency, ethical principles, and consistency (George, 2003). The concept of authentic leadership addresses this concern, introduced by Avolio and Gardner (2005), aiming to instil trust, confidence, hope, and adaptability. Essentially, authentic leadership, a relatively new concept, is rooted in authenticity and draws from the principles of positive psychology, as outlined by Walumbwa et al. (2008). Authentic leaders have a notable impact as they cultivate authentic followers who, in turn, foster self-improvement through heightened self-awareness and regulation. They serve as positive examples, fostering trust, engagement, and authenticity, while prioritising their followers' well-being. Consequently, this dynamic diminishes achievement and compromises long-term performance (Walumbwa et al., 2008).

Although authentic leadership has gained recognition worldwide, its role in mitigating turnover intention within Malaysia's service sector remains underexplored. Southeast Asian leadership often incorporates a blend of traditional and modern leadership approaches, yet empirical studies addressing this dynamic remain scarce. Studies by Huan-Fang et al. (2019) and Kiho et al. (2023) specifically highlight authentic leadership's role in enhancing employee engagement and trust in Taiwan and Korea basis. Meanwhile, empirical studies addressing authentic leadership in the context of the service industry remain scarce.

### *2.3 Turnover Intention*

An employee indicating a desire to leave the company is termed to have turnover intention, as outlined by Kaymakci (2022), encompassing the period between contemplation, and actual resignation. It is important to note that turnover intention does not necessarily culminate in resignation (Mobley, 1977). During this phase, the employee actively seeks alternative employment opportunities and assesses conditions for departure, such as aligning with their qualifications, reflecting the initial stage of the turnover intention process (Mobley, 1977). Dissatisfaction with the current role often motivates this decision. Various factors contribute to this intention, including workplace safety, organisational policies, market conditions, employee perceptions, job satisfaction, and support systems (Gaertner & Nollen-Human, 1992).

While turnover intention has been widely discussed, limited studies explicitly explore factors driving turnover in Malaysia's service sector. Given the country's high turnover rates, further research is needed to understand how leadership styles and organisational culture influence this phenomenon. The study conducted by Al-Suraihi et al. (2021) contributes to this understanding but lacks a comprehensive examination of leadership's mediating effects.

### *2.4 Organisational Culture*

Organisational culture plays a pivotal role in various disciplines such as anthropology, sociology, and psychology, as asserted by Trice and Beyer (1993). Workplace productivity extends beyond physical changes, encompassing employees' perceptions and interactions, forming organisational norms and practices. Pettigrew (1979) defines culture as a fusion of ideas, identity, rituals, and myths, influencing contemporary research on organisational behaviour. Smircich (1983) emphasises culture as the cohesive force binding members through shared values and beliefs. Jung and Avolio (1999) highlight cross-cultural differences, illustrating collectivist cultures' emphasis on interpersonal connections and long-term organisational commitment, aligning with transformational leadership principles. Conversely, individualists prioritise self-interest and personal goals. These perspectives underscore the intricate relationship between culture, organisational dynamics, and leadership approaches, shaping how work is conducted and fostered.

Despite extensive research on organisational culture, limited studies address its mediating role between leadership styles and turnover intention in Malaysia's service

sector. Given Malaysia's unique blend of cultural values, further investigation to examine the role of organisational culture in fostering employee retention is warranted.

### 3. Theoretical Model and Hypothesis Development

The theoretical model in this study is designed to examine leadership styles—specifically Transformational Leadership (TRL) and Authentic Leadership (AUL)—impact Turnover Intention (TUIN) directly and indirectly through Organisational Culture (OCAI). This theoretical framework is particularly relevant for Malaysia's service industry, given its emphasis on people-centric services and the rising challenge of retaining talent in a competitive market. Figure 1 represents these relationships and hypotheses.

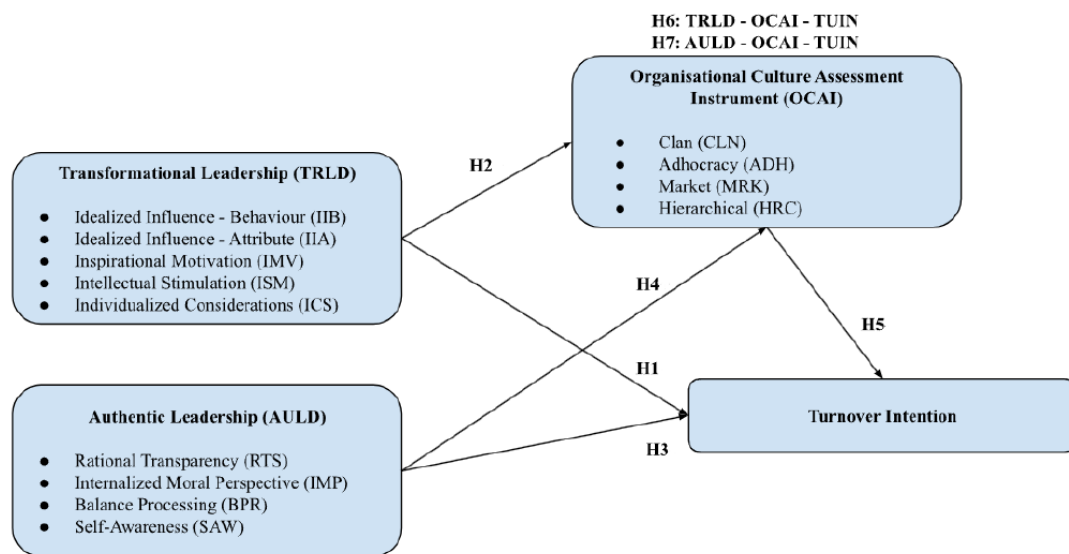


Figure 1. Theoretical Model

#### 3.1 Transformational Leadership and Turnover Intention

Leadership styles influence employee retention, with transformational leaders fostering motivation and commitment. Malaysian service industry workers, facing high turnover rates, are particularly influenced by leaders who provide vision and individualised support. For instance, the sector's reliance on customer satisfaction makes retaining engaged employees critical. Studies by Donkor et al. (2021) and Yucel (2021) support this, showing that transformational leadership reduces turnover intentions.

H1: Transformational leadership has a positive relationship with turnover intention among service industry employees in Malaysia.

#### 3.2 Transformational Leadership and Organisational Culture

Transformational leaders play a key role in reshaping organisational culture by promoting innovation and adaptability. Malaysia's service industry operates in a multicultural environment where aligning diverse teams under shared values is essential.

Bass (1985) highlights that such leaders drive a visionary culture. This alignment is critical in the Malaysian context, where businesses often navigate cultural nuances.

H2: Transformational leadership positively influences the organisational culture of Malaysian service industry employees.

### *3.3 Authentic Leadership and Turnover Intention*

Authentic leadership is increasingly valued in Malaysia due to its focus on transparency and moral integrity. Employees in the service sector often look to authentic leaders for fair treatment and ethical decision-making. This is particularly relevant in Malaysia's diverse workforce, where trust is key. Alkadash's (2020) findings highlight the link between authentic leadership and employee retention.

H3: Authentic leadership has a positive relationship with turnover intention among Malaysian service industry employees.

### *3.4 Authentic Leadership and Organisational Culture*

Authentic leadership shapes an open and trust-based culture, crucial in Malaysia's collectivist society. Leaders who exhibit self-awareness and balanced processing can navigate cultural diversity, fostering an inclusive organisational culture. Luthans and Avolio (2003) emphasise the role of authentic leaders in creating conducive environments, aligning with the values of Malaysia's service industry.

H4: Authentic leadership positively influences the organisational culture of Malaysian service industry employees.

### *3.5 Organisational Culture and Turnover Intention*

Organisational culture significantly impacts job satisfaction and retention. In Malaysia's service industry, cultural dimensions like collaboration, adaptability, and hierarchy are pivotal. Studies like Lee and Jang (2019) and Niguse (2019) demonstrate how culture shapes employees' intent to stay or leave. Malaysian organisations that prioritise cultural alignment often report lower turnover rates.

H5: Organisational culture has a positive relationship with turnover intention among Malaysian service industry employees.

### *3.6 Mediating Role of Organisational Culture*

Organisational culture serves as a bridge between leadership styles and employee outcomes. In Malaysia's service sector, leaders should align cultural values with strategic goals to mitigate turnover. For transformational leadership, Zhen et al. (2012) highlight culture as a mediator in improving employee retention. Similarly, authentic leaders enhance retention by fostering trust and inclusivity.

H6: Organisational culture mediates the relationship between transformational leadership and turnover intention among Malaysian service industry employees.

H7: Organisational culture mediates the relationship between authentic leadership and turnover intention among Malaysian service industry employees.

This model provides a nuanced understanding of leadership, culture, and retention in the Malaysian context, addressing gaps in prior research and offering actionable insights for service organisations.

#### 4. Research Methodology

Hair et al., (1995) stated that the sample size for structural equation modelling (SEM) analysis should be at least 200 because the degree of freedom decreases as the number of parameters increases, leading to a larger error margin. Reference was to the statistic report conducted by the Ministry of Economy, Department of Statistics Malaysia revealed labour demand in the service sector has made up the largest composition of labour with 37,632,000 workforce demands (Department of Statistics Malaysia [DOSM], 2023). Krejcie and Morgan (Amni Syamimi Zaki & Anuar Ahmad, 2017) established the following general guideline for determining sample size: for a population size of 4.53 million, 384 samples are needed, with a 95% confidence level and a 5% margin of error as illustrated in Table 1. This study's data was collected from the participants' employees working in the service industry in Malaysia, who hold bachelor's, master's, and PhD degrees. Out of the 473 questionnaires mailed, all 417 that were retrieved were considered applicable for analysis.

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3200	346
85	70	440	205	4000	351
90	73	460	210	4200	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

Table 1. Krejcie and Morgan Table  
 Source: Amni Syamimi Zaki & Anuar Ahmad (2017)

According to Golzar et al. (2022), convenience sampling offers several benefits. It is inexpensive, the sample is readily available, and time is saved. Data can be collected

without researchers having to enumerate every member of the population. In many circumstances, this approach can yield an adequate sample to be processed (Golzar et al., 2022).

Convenience sampling was employed in the current study to ensure accessibility to a broad workforce and practicality. This approach made it easier to choose participants and was appropriate for contacting workers several different sub-sectors, including legal, food and beverage, retail, accounting and agency. Employees were chosen according to criteria such as gender, age, years of service, education, marital status, salary, and company type in order to increase representativeness. Additionally, efforts were made to equalise educational backgrounds (PhD, master's, and bachelor's), gender, and company type. By exceeding Krejcie and Morgan's (1970) suggested sample size of 417, the study reduced sampling bias and enhanced the findings' applicability to the larger population in the service industry (Golzar et al., 2022).

#### *4.1 Measurement of Transformational Leadership*

This study employed the MLQ 5X developed by Bass and Avolio (2000). This instrument is extensively utilised globally for assessing leadership across various contexts and environments. The MLQ 5X consists of 45 items designed to evaluate a leader's behaviours within an organisation, with twenty items dedicated to measuring transformational leadership. Additionally, it includes twenty-five items assessing transactional and negative leadership behaviours, such as laissez-faire and management by exception, which were not utilised in this study. Responses are rated on a scale from 1 to 5, with 1 representing "strongly disagree" and 5 indicating "strongly agree."

#### *4.2 Measurement of Authentic Leadership*

This study utilised the Authentic Leadership Questionnaire (ALQ) developed to assess authentic leadership (Walumbwa et al., 2008). The ALQ comprises 16 items organised into four constructs: internalised moral viewpoint, relational transparency, balancing processing, and self-awareness. Followers rate their leaders' authentic leadership behaviours using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). This approach facilitated the evaluation of leaders' authenticity as perceived by their followers.

#### *4.3 Measurement of Organisation Culture*

This study employed the Organizational Culture Assessment Instrument (OCAI) developed by American researchers Cameron and Quinn (1999). The OCAI aims to identify the prevailing organisational culture and provide insights into how organisations can adapt to future environmental needs and navigate change effectively (Cameron & Quinn, 1999). The instrument comprises six criteria of organisational culture, each with four statements representing four types of organisational cultures (Clan, Adhocracy, Market, and Hierarchy). Respondents allocate 100 points among these statements based on their perception of organisational culture alignment, ensuring the total equals 100 points per question. There are no predetermined right or wrong answers, as all culture types are considered equally valid (Cameron & Quinn, 1999).

#### *4.4 Measurement of Turnover Intention*

In this study, the Turnover Intention Scale developed by Kelloway et al. (1999) was utilised to gauge turnover intention among nurses working in public hospitals in Jordan. This scale comprises four items, each rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Respondents' responses to these items serve as proxies for turnover intentions, constituting the independent variable in the structural equation model.

The measurement instruments used in this study were chosen based on applicability and relevance to the research setting, which is to investigate the mediating roles of organisational culture on turnover intention in Malaysia's service industry. Since the MLQ 5X (Bass & Avolio, 2000) is one of the most well-known and validated tools for evaluating leadership behaviours in several organisational contexts, it was selected to measure transformational leadership. Since leadership is a major factor impacting organisational culture and turnover intentions, its global applicability and capacity to distinguish between transformational and other leadership styles make it especially suitable for this study.

The Authentic Leadership Questionnaire (ALQ) (Walumbwa et al., 2008) was chosen to evaluate authentic leadership because of its robust design and theoretical foundation. The study's objective of examining the effect of authentic leadership on employee perceptions and behaviours, particularly regarding turnover intention and organisational culture is closely aligned with the four major categories of the ALQ. The Organisational Culture Assessment Instrument (OCAI) (Cameron & Quinn, 1999) was an appropriate instrument for measuring organisational culture because it provides a thorough and adaptable framework to assess the predominant cultural type inside an organisation.

Lastly, because of its ease of use and track record of accuracy in assessing turnover intentions, the Turnover Intention Scale (Kelloway et al., 1999) was chosen. In the context of this study, where turnover intention among employees in Malaysia's service sector is a focal point, it is perfect for succinctly and easily capturing the essential construct of turnover intention. These instruments were selected collectively due to their proven validity, theoretical congruence with the objectives of the study, and capacity to meaningfully capture the important variables. They offer a strong starting point for examining the intricate connections among organisational culture, turnover intention, and leadership in Malaysia's service industry.

#### *4.5 Statistical Analysis Technique*

The study utilised Structural Equation Modelling (SEM) through AMOS version 28 to explore the structural relationship among constructs. The choice of a covariance-based SEM method aligns with the study's confirmatory nature (Hair et al., 2011). Structural Equation Modelling involves two key steps: first, assessing the reliability of constructs and the measurement model; and second, examining the structural relationship among



transformational leadership, authentic leadership, organisational culture, and turnover intention.

## 5. Data Analysis

### 5.1 Profile of Respondents

This study's data was collected from the participants' employees working in the service industry in Malaysia. Out of the 473 questionnaires mailed, all 417 that were retrieved and were considered applicable, resulting in a response rate of 88.16%. The gender distribution within the sample shows a predominance of males, accounting for 249 individuals or 59.9% of the total, compared to 167 females or 40.1%, as shown in Figure 2.

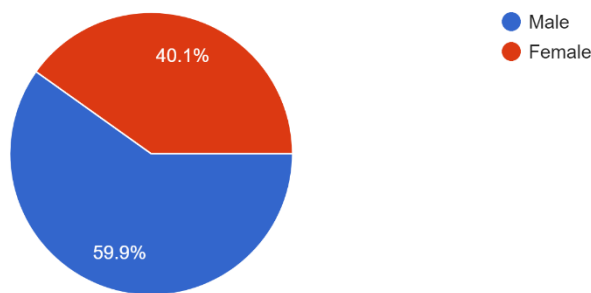


Figure 2. Gender Distribution

Figure 3 illustrates the age distribution within the sample population, highlighting a balanced representation across the age groups 20-24, 25-29, 35-39, 40-44, and 55-60, each contributing approximately 20% to the total. Notably, the age groups 30-34 and 50-54 are underrepresented, with each accounting for only 0.2% (1 individual) of the sample. This distribution demonstrates a concentration of participants in younger and middle-age brackets, with limited representation in specific age segments.

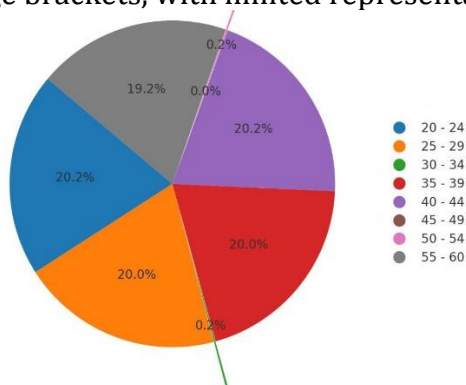


Figure 3: Age Distribution

The years of service category highlights a workforce with considerable experience; 38.7% (161 individuals) have been in their current roles for 6- 10 years, and 39.2% (163 individuals) for 11-15 years. This indicates that a significant majority, 78.9%, possess substantial industry experience, as shown in Figure 4.

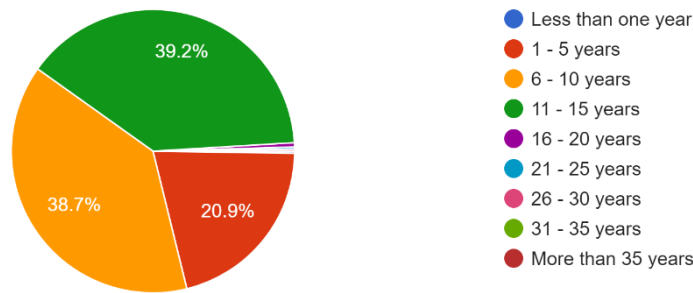


Figure 4. Years of Service

Regarding educational background, the sample is highly educated, with 39.7% (165 individuals) holding a bachelor’s degree, and an equal percentage of 20.4% (85 individuals each) having either a Master's degree or a Doctor of Philosophy. An additional 19.5% (81 individuals) possess other professional qualifications, as shown in Figure 5.

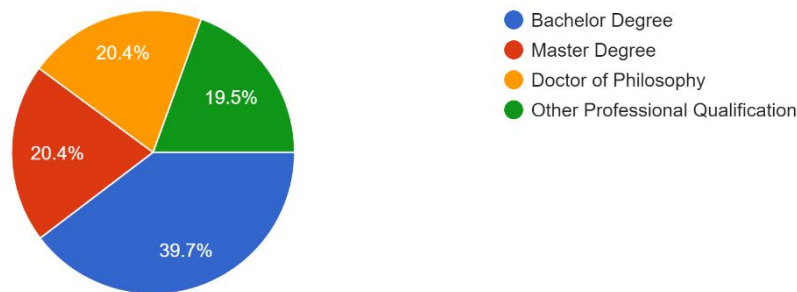


Figure 5. Education Background

Marital status within the sample leans towards married respondents, who comprise 59.9% (249 individuals), while singles account for 40.1% (167 individuals). No individuals reported being divorced, as shown in Figure 6.

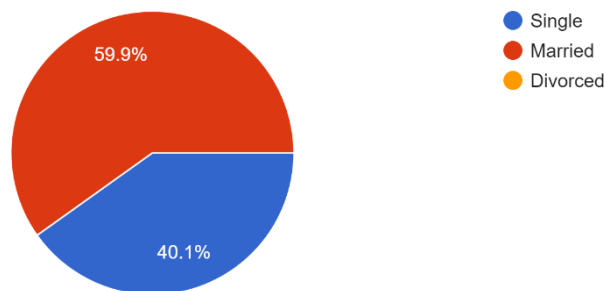


Figure 6. Maritus Status

The income level data reveals a concentration in the middle-income range, with 38.9% (162 individuals) earning between RM2,500.00 and RM4,849.00 and another 39.7% (165 individuals) earning between RM4,850.00 and RM8,699.00. Only a small fraction, 1.2% (2 individuals), earns RM8,700.00 and above, with an additional 0.5% (2 individuals) not specified, as shown in Figure 7.

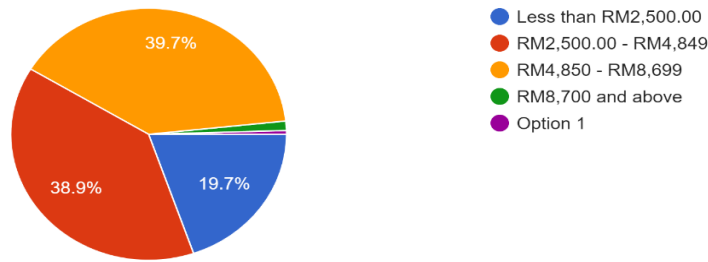


Figure 7. Income Level

The sample's employment sectors are evenly distributed across legal, food and beverage, retail, accounting, and agency industries, each representing roughly 20% of the population, with slight variations, as shown in Figure 8.

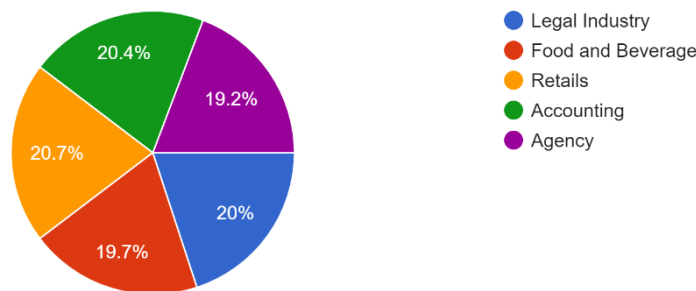


Figure 8. Type of Company

In general, the information presented in this profile indicates that the sample consists primarily of senior-level males who are highly educated and possess substantial professional expertise. The surveyed population comprises married individuals who fall within the middle-income classification and are employed in various industries. These demographic characteristics suggest that the group possesses a broad spectrum of viewpoints and insights.

5.2 Standardised Loadings of the Model's Items

The overall CFA model is shown in Table 2. The table shows the results of the standardised loadings assessment of the model items. It indicates that the 64 items had loadings over 0.4, ranging from 0.416 to 0.675. According to Kyriazos (2018), items with a loading factor of more than 0.4 are ideal. Since all items of the current research loadings are over 0.4, none of the items were deleted as they all had sufficient factor loadings.

Table 2. Initial Standardised Factor Loadings of the Item in the Overall CFA Model

2 <sup>nd</sup> Order Construct	1 <sup>st</sup> Order Construct	Item	Initial Factor Loading
Transformational Leadership	Idealised Influence - Behaviour (IIB)	IIB1	0.552
		IIB2	0.570
		IIB3	0.508
		IIB4	0.522
	Idealised Influence - Attribute (IIA)	IIA1	0.560

		IIA2	0.582
		IIA3	0.416
		IIA4	0.470
	Inspirational Motivation (IMV)	IMV1	0.460
		IMV2	0.490
		IMV3	0.555
		IMV4	0.551
	Intellectual Stimulation (ISM)	ISM1	0.529
		ISM2	0.519
		ISM3	0.544
		ISM4	0.552
	Individualised Consideration (ICS)	ICS1	0.501
		ICS2	0.446
		ICS3	0.517
		ICS4	0.548
	Authentic Leadership	Rational Transparency (RTS)	RTS1
RTS2			0.552
RTS3			0.542
RTS4			0.543
RTS5			0.567
Internalised Moral Perspective (IMP)		IMP1	0.645
		IMP2	0.528
		IMP3	0.485
		IMP4	0.540
Balance Processing (BPR)		BPR1	0.549
		BPR2	0.564
		BPR3	0.574
Self-Awareness (SAW)		SAW1	0.609
		SAW2	0.546
		SAW3	0.477

		SAW4	0.485
Organisational Culture	Clan (CLN)	CLN1	0.583
		CLN2	0.550
		CLN3	0.556
		CLN4	0.554
		CLN5	0.591
		CLN6	0.649
	Adhocracy (ADH)	ADH1	0.536
		ADH2	0.565
		ADH3	0.571
		ADH4	0.506
		ADH5	0.578
		ADH6	0.590
	Market (MRK)	MRK1	0.624
		MRK2	0.580
		MRK3	0.616
		MRK4	0.560
		MRK5	0.576
		MRK6	0.540
	Hierarchical (HRC)	HRC1	0.601
		HRC2	0.579
		HRC3	0.587
		HRC4	0.505
		HRC5	0.635
		HRC6	0.655
Turnover Intention	Turnover Intention (TUIN)	TUIN1	0.653
		TUIN2	0.675
		TUIN3	0.575
		TUIN4	0.636

### 5.3 Goodness of Fit Indices

The Goodness of Fit Indices for Transformational Leadership achieved satisfactory data fit with 20 items. The modified model's fit indices present a comprehensive overview of how well the model fits the observed data, adhering to recommended values from various sources. With degrees of freedom (df) set at 160, the model achieves a Chi-square (CMIN) value of 172.620, resulting in a  $p$ -value of 0.234. The  $p$ -value is greater than the recommended threshold of 0.05, indicating a good fit, as it suggests that the model's implied covariance matrix does not significantly differ from the observed covariance matrix. The ratio of Chi-square to degrees of freedom ( $\chi^2/df$ ) is 1.079, comfortably below the recommended maximum of 5.00, as suggested by Bagozzi and Yi (1998), indicating a favourable model fit.

Further, the model excels in other fit indices, with the Goodness of Fit Index (GFI) at 0.961 and the Adjusted Goodness of Fit Index (AGFI) at 0.949, both surpassing their respective recommended thresholds of 0.90 and 0.80, highlighting the model's adequacy in representing the observed data. The Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), and Incremental Fit Index (IFI) all exceed the 0.90 benchmark, with values of 0.993, 0.992, and 0.993 respectively indicating an exceptional fit between the model and the observed data, in line with criteria set by Bagozzi and Yi (1998), Byrne (2013), Hair et al. (2006), and Ho (2006). Lastly, the Root Mean Square Error of Approximation (RMSEA) stands at 0.014, which is below the recommended upper limit of 0.10, suggesting that the model approximates the observed data closely without overfitting, as per Schumacker and Lomax (2010). Overall these fit indices collectively indicate that the modified model demonstrates an excellent fit to the observed data, aligning well with the recommended values and thereby supporting its structural validity and the reliability of the inferred relationships among the model's constructs.

The Goodness of Fit Indices for Authentic Leadership showed adequate data fit for the 16 items, with chi-square of 127.676,  $df = 98$ ,  $p$ -value significant at the level of 0.024. As mentioned, the absolute fit index of minimum discrepancy chi-square,  $p$ -value can be disregarded if the sample size is higher than 200 (Hair et al., 2006; Jöreskog & Sorbom, 1984). The GFI was 0.965 which is above the acceptable cut-off of 0.8 as recommended by Kline (2015). Added to this, the AGFI obtained was 0.951 (above the 0.8 cut-off) (Chau & Hu, 2001), and the values of CFI, TLI, IFI were 0.988, 0.977 and 0.981 respectively (all exceeding 0.9 cut-offs) (Bagozzi & Yi, 1998; Byrne, 2013; Hair et al., 2006; Ho, 2006), indicating the model's good data fit. Moreover, the RMSEA obtained was 0.027 (remained below the 0.1 threshold) (Schumacker & Lomax, 2010) and the relative CMIN/df was 1.303 (below the 5 cut-off, indicating a good model fit (Bagozzi & Yi, 1998). Owing to the model data fit of the CFA AULD model. No further adjustments were further made.

The Goodness of Fit Indices for Organisational Culture showed adequate data fit for the 24 items, with chi-square of 322.219,  $df = 246$ ,  $p$ -value significant at the level of 0.001. As mentioned, the absolute fit index of minimum discrepancy chi-square,  $p$ -value can be disregarded if the sample size is higher than 200 (Hair et al., 2006; Jöreskog & Sorbom, 1984). The GFI was 0.940 above the acceptable cut-off of 0.8 as recommended by Kline (2015). Added to this, the AGFI obtained was 0.927 (above the 0.8 cut-off) (Chau

& Hu, 2001), and the values of CFI, TLI, IFI were 0.975, 0.972 and 0.975 respectively (all exceeding 0.9 cut-off) (Bagozzi & Yi, 1998; Byrne, 2013; Hair et al., 2006; Ho, 2006), indicating the model's good data fit. Moreover, the RMSEA obtained was 0.027 (remained below the 0.1 threshold) (Schumacker & Lomax, 2010) and the relative CMIN/df was 1.310 (below the 5 cut-off, indicating a good model fit (Bagozzi & Yi, 1998). Owing to the model data fit of the CFA OC model. As such, there was no further adjustments were further made.

Based on the results, the overall CFA model had adequate data fit with the 17 constructs. More specifically, the chi-square value obtained was 2172.568, df was 1933 and *p*-values was 0.000. The GFI value was 0.866 and the AGFI value was 0.856. However, the CFI, TLI and IFI values were 0.966, 0.964 and 0.966 respectively, all above the 0.9 thresholds (Bagozzi & Yi, 1988; Hair et al., 2006; Ho, 2006). Furthermore, the RMSEA was 0.017 (below 0.1 cut-off) (Schumacker & Lomax, 2010) and the relative CMIN/df was 1.124 (below 5), indicating a good fit between observations and the model as supported by Bagozzi and Yi (1998). The measurement model for overall CFA with their standardised factor loadings of the main constructs is depicted in Figure 9.

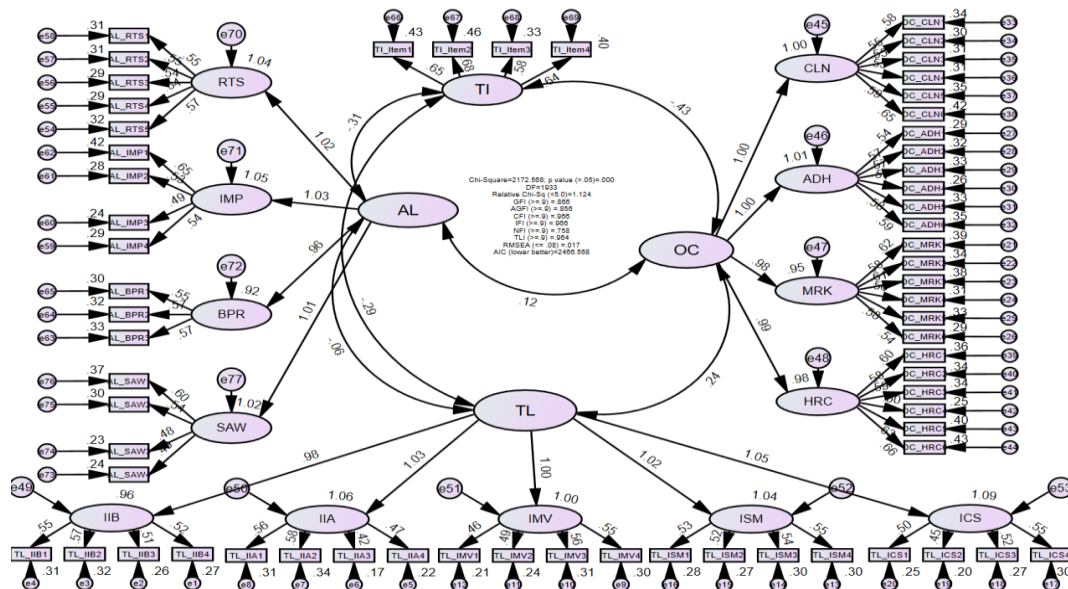


Figure 9. CFA Model for Overall Model

### 5.4 Structural Model

Figure 10 illustrates the structural model. The goodness-of-fit indices reveal that adequate data-model-fit with the following values:  $\chi^2 = 2172.568$ ; *df* = 1933; *p*-value = 0.000; GFI = 0.866; AGFI = 0.856; CFI = 0.966; TLI = 0.964; IFI = 0.966; RMSEA = 0.017;  $\chi^2/df = 1.124$ . The analysis showed that the R2 values for OC and TUIN were 0.08 and 0.30, respectively, indicating that the predictors (transformational leadership, authentic leadership, and organisational culture) constituted 30% of the turnover intention variation. The findings revealed that the R2 score met the cut-off requirement = 0.10 (Quaddus & Hofmeyer, 2007).

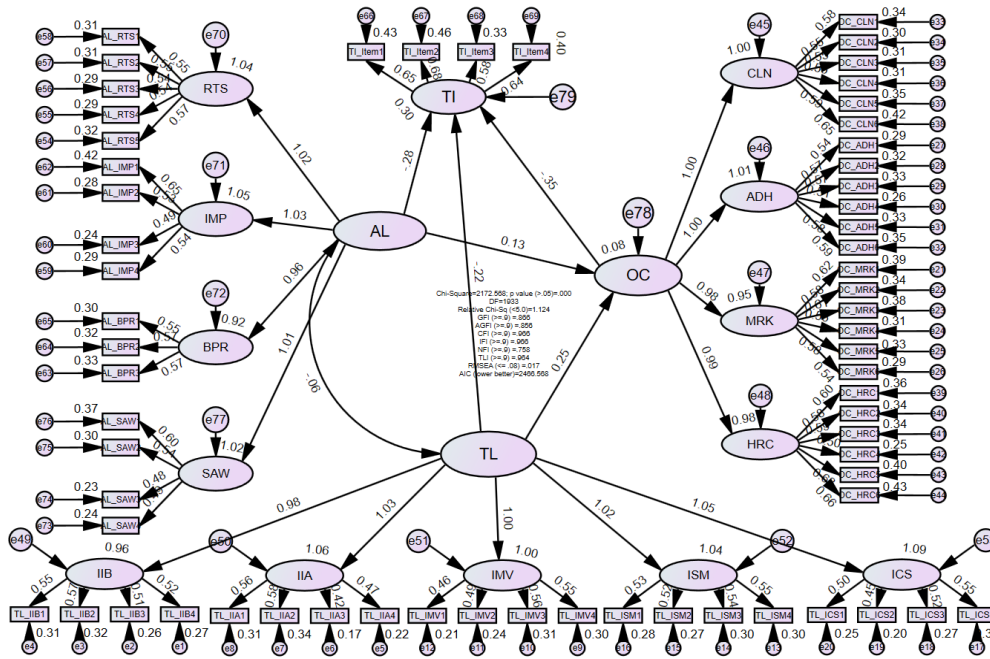


Figure 10. Research Hypotheses on Research Structural Mode

### 5.5 Hypothesis Testing and Discussion

The estimated coefficient parameters were examined by evaluating the variables' hypothesised direct effects. Table 3 presents the path coefficients and the outcomes of the hypothesised direct effects examination.

Table 3. Results of Hypothesised Direct Effects of the Constructs

Path	Unstandardised Estimate		Standardised Estimate	Critical Ratio (C.R)	p-value	Hypothesis Results
	Estimate	S.E.	Beta			
TRLD → TUIN	-0.288	0.080	-0.219	-3.575	***	H1 Not Supported
TRLD → OC	0.155	0.063	0.248	2.454	0.014	H2 Supported
AULD → TUIN	-0.334	0.073	-0.281	-4.568	***	H3 Not Supported
AULD → OC	0.317	0.076	0.134	4.171	***	H4 Supported
OC → TUIN	-0.358	0.067	-0.348	-5.367	***	H5 Not Supported

**Table 3** shows the path coefficients of the direct effects. From the table, two paths from TRLD and AULD were drawn to OC, and the two paths from AULD and OC were drawn to turnover intention and were significant. This shows support for Hypothesis H2 and H4, respectively. The analysis indicates a positive relationship between transformational leadership and organisational culture. Thus, H2 is accepted ( $\beta= 0.248, p=0.014$ ). Authentic Leadership and Organisational Culture has a positive relationship



wherein H4 is accepted ( $\beta = 0.134, p = ***$ ). However, transformational leadership and turnover intention have a negative relationship ( $\beta = -0.219, p = ***$ ). Thus, H1 is not supported. Authentic leadership and turnover intention also have a negative relationship ( $\beta = -0.281, p = ***$ ). Hence, H3 is not supported. Lastly, organisational culture and turnover intention have a negative relationship ( $\beta = -0.348, p = ***$ ). Therefore, H5 is not supported.

The results obtained from the examination of the mediating hypothesis are presented in Table 4, along with the standardised effects of various pathways, presenting the mediating role of the nature of organisational culture, particularly in relation to transformational leadership and authentic leadership's relationship with turnover intention. It supports the sixth and seventh hypotheses (H6 and H7).

Table 4. Results of Examining Mediation Effects of Organisational Culture

DV = Turnover Intention (TUIN)	Independent Variables (IV)	
M = Organisational Culture (OC)	Transformational Leadership (TRLD)	Authentic Leadership (AULD)
Total Effect of IV on DV without M (path a)	-0.29 (p = 0.000)	-0.31 (p = 0.000)
Direct Effect of IV on DV with M (path a')	-0.19 (p = 0.002)	-0.26 (p = 0.000)
Indirect Effect of IV on DV through M (path bc)	-0.29 (p = 0.000)	-0.48 (p = 0.000)
Effect of IV on M (path b)	0.24 (p = 0.000)	0.12 (p = 0.031)
Effect of M on DV (path c)	-0.0936 (p = 0.000)	-0.400 (p = 0.000)
Hypothesis Result	H6 Supported	H7 Supported

Table 4 presents the mediating role of the organisational culture, particularly in relation to transformational leadership, and authentic leadership's relationship with turnover intention. It supports the sixth and seventh hypotheses (H6 and H7). The next subsection presents the mediation analysis and indirect effects results. Before considering the mediating effect of Organisational Culture, Transformational Leadership has a significant negative effect on Turnover Intention ( $-0.29, p = 0.000$ ). Even when the mediating effect of Organisational Culture is considered, Transformational Leadership still has a significant direct negative effect on Turnover Intention ( $-0.19, p = 0.002$ ), although the effect size decreases. The analysis also shows a significant indirect effect of Transformational Leadership on Turnover Intention through Organisational Culture ( $-0.29, p = 0.000$ ). Transformational Leadership also positively affects Organisational Culture ( $0.24, p = 0.000$ ). Organisational Culture significantly negatively affects Turnover Intention ( $-0.0936, p = 0.000$ ), suggesting that a positive organisational culture contributes to lower turnover intention. The specified mediation path (TRLD  $\rightarrow$  OC  $\rightarrow$  TUIN) is supported.

The mediation analysis explores the relationship between Authentic Leadership (AULD) and Turnover Intention (TUIN), with a specific focus on the role of Organisational

Culture (OC) as a mediator. The analysis reveals that authentic leadership significantly reduces turnover intention, as evidenced by a total effect of  $-0.31$  ( $p = 0.000$ ). The strength of this relationship slightly diminishes but remains significant when organisational culture is accounted for, showing a direct effect of  $-0.26$  ( $p = 0.000$ ). Further examination shows a notable indirect effect of authentic leadership on turnover intention through organisational culture, quantified as  $-0.48$  ( $p = 0.000$ ). This highlights that authentic leadership positively influences organisational culture ( $0.12$ ,  $p = 0.031$ ), and in turn, a positive organisational culture significantly lowers turnover intention ( $-0.400$ ,  $p = 0.000$ ). Thus, the mediation analysis confirms that organisational culture is a significant pathway through which authentic leadership affects turnover intention. The study supports the mediation path  $AULD \rightarrow OC \rightarrow TUIN$ .

## 6. Results and Discussion

The results revealed that transformational leadership (TRLD) does not directly reduce turnover intention ( $\beta = -0.219$ ,  $p < 0.001$ ), leading to the rejection of H1. Although transformational leadership is theoretically linked to higher employee engagement and retention (Bass, 1990), its direct influence appears weaker in Malaysia's service industry. This could be attributed to employees' prioritisation of job stability, compensation, and external economic conditions over leadership practices. Specifically, sectors like food and beverage and legal services often experience job-related stress and long working hours, which dilute the direct impact of transformational leadership on turnover decisions. To effectively reduce turnover intention in the Malaysian service industry, organisations should integrate transformational leadership practices with tangible support systems. This includes offering structured career development, mental health programs, and workload management initiatives to nurture the next generation of knowledge workers (Bin et al., 2021). By fostering an environment where employees trust their leadership and feel supported, organisations can improve retention and enhance overall employee commitment.

The analysis supported H2, confirming that transformational leadership significantly and positively influences organisational culture ( $\beta = 0.248$ ,  $p = 0.014$ ). Transformational leaders cultivate a culture of collaboration, trust, and innovation by promoting shared values and encouraging adaptability (Bass, 1990). In Malaysia's service industry, where collectivism and hierarchical respect dominate workplace interactions, transformational leaders align organisational culture with employees' values, fostering an inclusive and cohesive environment (Hofstede, 1990). Malaysian service organisations should prioritise leadership training focused on cultural awareness and adaptive leadership. Adopting transformational leadership styles and promoting cultural involvement can improve organisational excellence and business outcomes (Lasrado & Kassen, 2021).

H3 was rejected, as the results indicated that authentic leadership (AULD) does not directly reduce turnover intention ( $\beta = -0.281$ ,  $p < 0.001$ ). Despite its focus on ethical conduct, transparency, and relational trust (Walumbwa et al., 2008), authentic leadership's direct impact on turnover intention may be limited in the Malaysian service context. Employees, particularly in industries like food and beverage, may view

leadership ethics as insufficient when faced with low job satisfaction, limited growth opportunities, and intense job pressures. To address this, organisations in Malaysia's service industry should complement authentic leadership with targeted employee-centric initiatives. For example, leadership training that promotes transparency and trust should be combined with practical strategies for improving job satisfaction, offering clearer growth opportunities, and managing job pressures.

When leaders in Malaysian service organisations adopt authentic leadership styles, they can help reduce turnover intention by fostering a work environment that boosts employee engagement and psychological well-being. This culture type enhances psychological safety, making employees feel valued and respected. For organisations in the Malaysian service industry, these findings emphasise the need to focus on ethical leadership training to foster organisational cultures based on transparency and trust. The results of this study align with those of Joo-Young (2022), who also found a positive relationship between authentic leadership and organisational culture. This suggests that organisations should actively develop leadership strategies that promote authenticity, as such leadership not only strengthens organisational culture but also builds trust among employees.

The analysis showed that organisational culture does not directly reduce turnover intention ( $\beta = -0.348$ ,  $p < 0.001$ ), leading to the rejection of H5. While a strong culture improves job satisfaction and cohesion (Cameron & Quinn, 1999), its direct impact on turnover is limited, especially in industries where external factors like compensation, workload, and career mobility are more influential. In Malaysia's legal and retail sectors, for example, employees may leave despite a positive culture due to concerns like low pay or limited career growth. To effectively reduce turnover, Malaysian service organisations should integrate cultural initiatives with retention strategies. While a strong culture enhances engagement and satisfaction, it must be supported by practical solutions like fair compensation and growth opportunities.

The study supports H6 and H7, confirming that organisational culture mediates the relationship between leadership styles and turnover intention. For Malaysian service organisations, the focus should be on building strong organisational cultures that complement leadership styles (Niguse, 2019). A robust culture reduces turnover intention, as employees are more likely to stay in environments that align with their values and foster satisfaction, especially in Malaysia's competitive service sector (Niguse, 2019).

## 7. Conclusion

This study examined the mediating role of organisational culture in the relationship between transformational and authentic leadership styles and turnover intention in Malaysia's service industry. The findings revealed that while leadership styles did not directly influence turnover intention, they significantly shaped

organisational culture, which in turn reduced turnover intention. This underscores the importance of fostering a strong organisational culture to enhance leadership effectiveness and retain employees.

However, this study is not without limitations. The focus on specific sub-sectors—legal, food and beverage, retail, accounting, and agency limits the generalizability of the findings to other industries or geographic regions. Future research could expand the scope to include other sectors and cross-country comparisons to gain a broader perspective. The broader implications of this study highlight the need for leadership development and cultural alignment in organisational practices. Malaysian service industry organisations should adopt leadership strategies that cultivate collaborative, innovative, and trust-based cultures to address turnover challenges effectively. By aligning leadership styles with employee-centric initiatives such as professional growth, workload management, and competitive rewards, organisations can enhance job satisfaction and retain their talent. These findings serve as a guide for policymakers and managers to implement sustainable strategies that reduce turnover intention, improve employee engagement, and ensure long-term organisational success.

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