

อิทธิพลของภาวะผู้นำเชิงเปลี่ยนแปลงและความพึงพอใจในงานที่ส่งผลต่อ ความตั้งใจลาออก: กรณีศึกษาพนักงานบริษัท China Construction International

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บทคัดย่อ

วัตถุประสงค์ของการศึกษาค้นคว้าครั้งนี้คือ 1) เพื่อตรวจสอบความสัมพันธ์ระหว่างภาวะผู้นำเชิงเปลี่ยนแปลง ความพึงพอใจในงาน และความตั้งใจลาออก และ 2) เพื่อสำรวจอิทธิพลของภาวะผู้นำเชิงเปลี่ยนแปลงและความพึงพอใจในงานที่มีต่อความตั้งใจลาออก โดยใช้เครื่องมือวิจัยคือแบบสอบถาม ตัวอย่างที่ใช้ในการศึกษาประกอบด้วยพนักงานของบริษัท China Construction International จำนวน 400 คน ซึ่งได้รับการคัดเลือกโดยใช้วิธีการสุ่มแบบเจาะจง สถิติที่ใช้ในการวิเคราะห์ข้อมูล ได้แก่ ค่าต่ำสุด ค่าสูงสุด ค่าเฉลี่ย ค่าเบี่ยงเบนมาตรฐาน ค่าสัมประสิทธิ์สหสัมพันธ์เพียร์สัน และการถดถอยเชิงเส้นพหุคูณ

ผลการศึกษาพบว่า 1) ภาวะผู้นำเชิงเปลี่ยนแปลงและความพึงพอใจในงานมีความสัมพันธ์เชิงลบกับความตั้งใจลาออกอย่างมีนัยสำคัญที่ระดับ .01 2) ภาวะผู้นำเชิงเปลี่ยนแปลงมีอิทธิพลต่อความตั้งใจลาออกอย่างมีนัยสำคัญ ($p < .001$, $\beta = -.530$) และ 3) ความพึงพอใจในงานยังมีอิทธิพลต่อความตั้งใจลาออกอย่างมีนัยสำคัญเช่นกัน ($p < .001$, $\beta = -.227$) ผลการศึกษาแสดงให้เห็นว่าภาวะผู้นำเชิงเปลี่ยนแปลงมีอิทธิพลเชิงลบปานกลางต่อความตั้งใจลาออก ในขณะเดียวกัน ภาวะผู้นำเชิงเปลี่ยนแปลงมีอิทธิพลเชิงลบเล็กน้อยต่อความตั้งใจลาออกของพนักงาน China Construction International นอกจากนี้ ความพึงพอใจในงานยังมีความสัมพันธ์กับความตั้งใจลาออกจากองค์กรด้วย ผลลัพธ์เหล่านี้เน้นย้ำถึงความจำเป็นของแนวทางปฏิบัติและกลยุทธ์ความเป็นผู้นำที่มีประสิทธิภาพ จะช่วยเพิ่มความพึงพอใจในงานและการรักษาพนักงานให้อยู่กับองค์กร เพื่อให้องค์กรมีความมั่นคงและคงอยู่ไปได้อย่างยั่งยืน

คำสำคัญ: ภาวะผู้นำเชิงเปลี่ยนแปลง ความพึงพอใจในงาน ความตั้งใจลาออก

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INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND JOB SATISFACTION ON TURNOVER INTENTION IN ENTERPRISES: A CASE STUDY OF CHINA CONSTRUCTION INTERNATIONAL EMPLOYEE

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Abstract

The purposes of this study were: 1) to examine the relationship between transformational leadership, job satisfaction, and turnover intention; and 2) to explore the influence of transformational leadership and job satisfaction on turnover intention. The research instrument was a questionnaire. The sample used in this study consisted of 400 China Construction International employees who were recruited by a purposive sampling method. The statistics employed in the data analysis were minimum, maximum, mean, standard deviation, Pearson correlation, and multiple linear regression.

The study results indicate that 1) both transformational leadership and job satisfaction had a negative correlation with turnover intention at the .01 level of significance; 2) transformational leadership significantly influenced turnover intention ($p < .001$, $\beta = -.530$); and 3) job satisfaction also significantly influenced turnover intention ($p < .001$, $\beta = -.227$). The findings show that transformational leadership has a moderately negative influence on turnover intention. Meanwhile, transformational leadership has a weak negative influence on the turnover intention decisions of China Construction International employees. Additionally, job satisfaction was also correlated with intentions to resign from the organization. These results emphasize the need for effective leadership practices and tactics to boost job satisfaction, retention, and organizational stability.

Keywords: Transformational Leadership, Job Satisfaction, Turnover Intention

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Introduction

In fast-paced businesses, leadership style influences various organizational outcomes, including staff turnover. This study is to shed light on the investigation of the leadership style and job turnover intention at China Construction International, a famous construction corporation. It may show how leadership styles affect employee retention, which is vital to business success.

Companies in fast-growing nations like China face high turnover intentions or employee resignations. High turnover rates may result in the loss of skilled staff, higher recruiting and training costs, and worse morale and productivity. To be competitive and successful, China Construction International must understand what motivates people to resign.

This study's independent variable is transformational leadership styles. According to the literature, transactional leadership, which emphasizes leader-follower relationships, may influence employee behaviors, even leaving the organization, because transactional leadership emphasizes leader-follower communication.

Job satisfaction, the second independent variable, represents the overall level of fulfilment that employees experience in their roles. A variety of circumstances, such as leadership style, working environment, remuneration level, and professional advancement prospects, can impact the multidimensional concept of job satisfaction. The hypothesis suggests that work satisfaction mediates the relationship between leadership style and employee turnover (Gaio Santos & Martins, 2021).

This study aims to answer two primary questions: first, is there a significant relationship between transformational leadership style and turnover intention among employees at China Construction International? Second, does different job satisfaction exert distinct influences on turnover intention?

At China Construction International, the study hypotheses propose that transformational leadership would have a more significant negative influence on turnover intention than another leadership style. This hypothesis is founded on the notion that transformational leaders, by virtue of their capacity to inspire and engage people, will generate better levels of job satisfaction and organizational commitment, thereby lowering the risk that employees will leave the business.

The findings of this research are applicable in contexts outside of China Construction International, which is just one of such contexts. It has implications for how comparable businesses handle their human resource procedures and leadership development programs.

Organizations are able to adapt their leadership development programs appropriately if they first determine the types of leadership that are most successful in lowering the intention of employees to leave the company. In addition, this study makes a contribution to the academic debate on leadership and organizational behavior, in particular with regard to the setting of Chinese and Asian countries' businesses, which have similar characteristics.

Research Objectives

1. To investigate the influence of transformational leadership style on turnover intention of China Construction International employee
2. To investigate the influence of job satisfaction on turnover intention of China Construction International employee

Literature Review

There are several scholarly streams which inform the focal topic. In this section, we present a review and synthesis of related research on this study with a focus on the core concepts transformation leadership style, job satisfaction and turnover intention.

Transformational Leadership Style

Burns (1978) popularized transformational leadership, while Bernard M. Bass (1985) advanced it. Transformational leaders inspire and motivate their workforce to exceed expectations (Nawaz Khan et al., 2020). This method promotes a compelling future vision, community, and personal and professional growth. Charm, individualized attention, intellectual stimulation, and motivating drive are characteristics of transformative leaders' careers.

One of the characteristics that distinguishes transformational leaders is their capacity to express a compelling vision for the future. This skill allows them to motivate personnel and bring their personal aspirations into alignment with the aims of the organization (Wang et al., 2020). These leaders are able to inspire and encourage their followers via charismatic communication, which helps to create a sense of shared purpose. As a result, they not only improve the degree of job satisfaction among employees but also stimulate a better level of worker involvement.

Job Satisfaction

Job satisfaction is a widely studied and central variable in many theories about organizational phenomena. Several organization-relevant outcomes, including employee productivity, health, and well-being, assume that job satisfaction is an antecedent. On the productivity side, Spector (1997) has linked job satisfaction to job performance, organizational

citizenship behavior, counterproductive work behavior, and withdrawal, including absence and turnover.

The many styles of leadership each have their own unique influence on job satisfaction. For instance, transformational leadership, which places a strong focus on the growth, motivation, and respect of employees, is often connected with better levels of job satisfaction (Shah et al., 2021).

However, the dynamics of employee retention and turnover include a number of interrelated factors, one of the most important of which is job satisfaction. Because it acts as a mediator between different styles of leadership and different intentions toward employee turnover, it is vital in different organizational situations.

Turnover Intention

March and Simon (1958) construction of the turnover model is the source of turnover research, which claims that turnover intention and turnover possibility are two key variables leading to turnover behavior, and has a great impact on subsequent research. However, after entering the 21st century, Steel (2002) made up for the deficiency of turnover theory in job search by discussing the process of job search.

An employee's "turnover intention" is their deliberate decision to leave their job. Since it precedes true turnover, it is an important metric for predicting employee retention and identifying workplace issues. Quantitative and qualitative questionnaires often measure turnover intention. These scales commonly estimate an employee's likelihood of resigning within a particular timeframe. These polls assess an employee's job satisfaction, devotion to the company, and involvement with their work, which are crucial indicators of their decision to stay or go.

The relationship between transformational leadership style and turnover intention

Organizational elements include firm culture, leadership, recognition, and incentives. Poor leadership, recognition, and work environment can heighten the desire to leave a job-related firm. These factors depend on the job. Overwork, lack of professional advancement, low salary, and job insecurity are major reasons to quit. High turnover rates can lead to increased costs in recruitment, training, and productivity due to the replacement of experienced workers. The expenditures may build up rapidly (Wang et al., 2020). High turnover may convey the perception that the organization is unstable, which may hurt morale and production.

The empirical studies proposed that the behavior and values of transformational leadership play a crucial role in the development direction of employees, such as the

innovation performance and turnover intention of employees (Gerlach et al., 2020). Transformational leaders motivate employees to put the company first. This leadership style emphasizes idealized influence, inspirational motivation, intellectual stimulation, and individual care. The hypothesis H1 states that transformative leadership affects employees' turnover intention. The way such a leadership style is regarded and implemented within the organization might lessen or raise the probability of people leaving.

The relationship between job satisfaction and turnover intention

Job satisfaction can be considered an element of well-being. In line with this, many studies have shown a link between job satisfaction and various indicators of well-being. For instance, studies have shown a correlation between high job satisfaction and reduced somatic complaints such as digestive upset and headache, depression, and burnout (Spector, 1997). Moreover, job satisfaction leads to organizational commitment, and the intention to stay with the organization also makes employees committed to the organization (Zopiatis et al., 2014). Many studies have also shown that dissatisfied employees are more likely to quit their jobs than satisfied employees, especially when there are many alternative opportunities or when unemployment rates are low (Carsten & Spector, 1987).

Job satisfaction is the total contentment individuals feel about their jobs. These include work environment, position, compensation, and work-life balance. The corresponding hypothesis H2 states that job satisfaction affects employees' turnover intention. This subject is essential because job satisfaction significantly predicts employee turnover. Dissatisfaction with one's job may lower motivation and commitment and raise the likelihood of switching careers.

Conceptual Framework

This study draws its main concepts from theoretical literature review frameworks. As a result, our conceptual model illustrates these relationships between the dependent variables and independent variables, as presented in Figure 1:

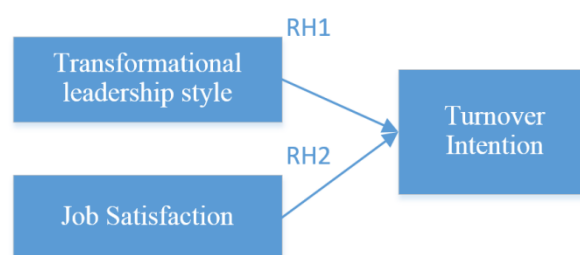


Figure 1. Research Framework. The model shows the relationship between transformational leadership, job satisfaction and turnover intention

As such research framework, the following two hypotheses have been formulated:

H1: There is an influence of transformational leadership on turnover intention of employee at China Construction International.

H2: There is an influence of job satisfaction on turnover intention of employee at China Construction International.

Research Methodology

This research is quantitative study.

Population and Sampling Technique

The target population of this study is employees of China Construction International (CCI), China. China Construction International has a total of 1,108 employees. China Construction International employs engineers, Administrators, Financiers, Human Resource specialists, and Project managers.

This study involves 400 employees from China Construction International. As sample size is crucial to ensuring reliability and validity in quantitative research. This study used Krejcie and Morgan's sample size determination table, a well-known research method for determining sample sizes.

Instrumentation

A questionnaire is the main research tool for this study. For reliable data collection, a thorough questionnaire was created. The four-part questionnaire includes check-list and five-point Likert scale questions.

The first component assesses China Construction International respondents' basic information and job experience. This part uses check-list questions to ask about age, gender, education, employment position, and business tenure.

The second phase evaluates transformative leadership. On a five-point Likert scale, respondents score items about their direct supervisor from "1 - Strongly Disagree" to "5 - Completely Agree". Questions Q1–Q15 include vision, inspiring communication, intellectual stimulation, supportive leadership, and personal recognition.

The final section examines occupational satisfaction. As with the five-point Likert scale, it includes status, manager, dynamism, and materiality. Questions Q16–Q32 discuss accomplishment, management competence, workplace autonomy, and remuneration.

Verification and test reliability of questionnaires

This study uses questionnaires to test the accuracy and reliability of the research.

1. Validity: Design the questionnaire to ensure that each question-and-answer option is valid and can achieve the purpose of the research.

2. Reliability: It is calculated that 400 samples are needed by China Construction International. Stratified sampling method is adopted, and 20% of the samples are taken by each department to ensure that the collected data can achieve the expected research value.

Data Collection

To ensure that the organization is well-represented throughout its divisions and levels among China Construction International employees, we used stratified random sampling to choose survey respondents and gather questionnaires offline. Data collection occurred in January 2024. We used complete and valid questionnaire survey findings for analysis.

Data Analysis

This study's data analysis compiles and clarifies survey data to discover trends in turnover intention at China Construction International in connection to transformational leadership and job satisfaction. The following SPSS methods will examine the data:

1. Demographic and Background Analysis: Descriptive statistics will provide tenure and demographic data for respondents. This initial step sets the stage for understanding the sample's composition in relation to the firm's profile.

2. Pearson correlation coefficients will be used to determine the relationship between transformational leadership, job satisfaction, and turnover intention.

3. Linear regression analysis will be utilized to assess independent variables' capacity to predict dependent variable. This study examines if transformational leadership style and job satisfaction affect turnover intention diversity.

Research Results

Respondent Demographics The demographic characteristics of the sample in this questionnaire survey are shown in Table 1.

Table 1 Demographic data of respondents

	Demographic	Count	Percent
1. Age	21-30	41	10.3
	31-40	98	24.5
	41-50	127	31.8
	51-60	134	33.5

Table 1 Demographic data of respondents (Cont.)

	Demographic	Count	Percent
2. Gender	Male	231	57.8
	Female	169	42.3
3. Educational Background	High School or below	128	32.0
	Bachelor's Degree	189	47.3
	Master's Degree	83	20.8
4. Job Position	Entry Level	260	65.0
	Mid-Level Management	140	35.0
5. Tenure at China Construction International	Less than 1 year	84	21.0
	1-3 years	112	28.0
	4-6 years	12	3.0
	7-10 years	129	32.3
	More than 10 years	63	15.8

Table 1's descriptive statistics show China Construction International's employees' demographic profile, providing a context for studying how transformational leadership style and job satisfaction affect turnover intentions. A mature workforce is indicated by the age distribution, which is mostly 51–60 (33.5%). Male workers (57.8%) outnumber female employees (42.3%), it shows that men dominate the workforce. Moreover, the percentage was 47.3, indicates that most respondents have bachelor's degrees. The staff seems to have a lot of higher education. The bulk of jobs were entry-level and mid-level management, and the percentage value were 65.0 and 35.0, respectively, indicating a youthful or mid-career workforce. Employment duration at China Construction International ranged from 7-10 years, with the mostly percentage was 32.3.

Descriptive Statistics of Variables

The descriptive of transformational leadership, job satisfaction and turnover intention. The descriptive statistics of transformational leadership, job satisfaction and turnover intention are shown in table 2, 3 and 4.

Table 2 Descriptive Statistics-Transformational Leadership (N = 400)

Transformational Leadership	Minimum	Maximum	Mean	Std. Deviation
1. Vision has a clear understanding of where we are going	1	5	3.59	1.120
2. Vision has a clear sense of where he/she wants our unit to be in 5 years	1	5	3.45	1.247
3. Vision has no idea where the organization is going	1	5	4.02	.857
4. My boss says things that make employees proud to be a part of this organization	1	5	3.36	1.058
5. My boss encourages people to see changing environments as situations full of opportunities	1	5	3.74	1.152
6. My boss challenges me to think about old problems in new ways	1	5	3.00	1.138
7. My boss has ideas that have forced me to rethink some things that I have never questioned before	1	5	3.71	.929
8. My boss challenged me to rethink some of my basic assumptions about my work	1	5	3.17	1.143
9. My boss considers my personal feelings before acting	1	5	3.53	1.103
10. My boss behaves in a manner which is thoughtful of my personal needs	1	5	3.26	.845
11. My boss commends me when I do a better than average job	1	5	3.53	1.096
12. My boss acknowledges improvement in my quality of work	1	5	3.12	1.210
13. My boss personally compliments me when I do outstanding work	1	5	3.97	1.092

According to Table 2's descriptive data for transformational leadership in China Construction International, workers' perceptions of transformational leadership vary.

Leadership's vision clarity, ability to inspire pride in the organization, encourage change as opportunity, and acknowledge employees' efforts and personal considerations generally fall between 3.00 and 4.02, indicating moderate to high agreement among participants. The standard deviation values, 0.845 to 1.247, indicate a wide range of workers' views of transformational leadership in the firm.

Table 3 Descriptive Statistics-Job satisfaction (N = 400)

Job satisfaction	Minimum	Maximum	Mean	Std. Deviation
1. I have chance to be “somebody” in the community.	1	5	3.41	.949
2. I have feeling of accomplishment I get from the job	1	5	3.40	.970
3. I have a chance to do something that makes use of my abilities	1	5	3.16	1.009
4. I have a chance to do things for other people	1	5	3.59	1.072
5. I have a way my job provides for steady employment.	1	5	2.92	1.317
6. I have way my boss handles his/her workers	1	5	3.48	1.502
7. I have freedom to use my own judgment	1	5	3.38	1.349
8. I have a chance to do different things from time to time.	1	5	3.30	1.086
9. I have the way company policies are put into practice	1	5	3.15	1.282
10. My pay and the amount of work I do are sufficiently	1	5	3.51	1.001
11. I have the working conditions are suitable	1	5	3.25	1.242

Table 3's descriptive statistics for job satisfaction factors provide a complex picture of China Construction International employees' attitudes. Job satisfaction showed that workers were somewhat satisfied with their jobs and accolades. They ranked the job satisfaction in the organization vary from 2.92 to 3.59, suggesting moderate work satisfaction.

Table 4 Descriptive Statistics-Turnover intention (N=400)

Turnover intention	Minimum	Maximum	Mean	Std. Deviation
I often think of quitting my present job.	1	5	3.31	1.367
I may leave this organization and work for another in the next year.	1	5	2.67	.535
I plan to stay in this organization to develop my career for a long time.	1	5	2.65	1.214
I may not have a good future if I stay with this organization.	1	5	3.84	1.273

Table 4 shows the China Construction International workers' turnover intention, providing insights into their mood. Turnover intention varies by mean score. the analysis results show that the mean value of turnover intention vary from 2.65 to 3.84, which represents the amount of agree level that employees have with the content's turnover intention. In particular, "I often think of quitting my present job" had a mean of 3.31 and a standard deviation of 1.367, indicating an average degree of turnover intention.

Linearity Testing

The relationship between the independent variable and the dependent variable, it's show that the relationship between transformational leadership, job satisfaction, and turnover intention are significance positive correlation at the .01. significant level.

Table 5 Results of correlation analysis between variables

	Transformational Leadership	Job Satisfaction	Turnover Intention
Pearson Correlation	Transformational Leadership	.901**	-.735**
	Job Satisfaction		-.705**
Mean	3.496	3.324	3.118
Std. Deviation	.621	.861	.502

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

From Table 5, this study found that the negative correlation coefficient between transformational leadership and turnover intention is -.735, with a significance level of .01. Meanwhile, job satisfaction and turnover intention are negatively correlated -.705, with a .01

significance level. This suggests that the relationship between turnover intention and transformational leadership and job satisfaction is the opposite. Lastly, transformational leadership is highly correlated with job satisfaction, as indicated by a Pearson correlation coefficient of .901 and a significance level of .01. The evidence indicates that higher levels of transformative leadership could potentially improve job satisfaction of employee.

According to table 5, we can see that the correlation coefficient between independent and dependent variables is significant level at .01. Therefore, the factors included in the multiple regression analysis are reasonable and we can conclude that these independent variables can be introduced into the model to explain employee turnover intention.

Hypothesis Testing

Multiple Regression analysis was employed for testing the hypotheses of turnover intention with a statistical significance level of 0.01. The analysis evaluated the influence transformational leadership on turnover intention under the hypotheses H1 and to analysts the influence of job satisfaction on turnover intention under the hypotheses H2.

Table 6 Multiple Regression analysis of Turnover Intention

	Model	Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	5.057	.108		47.018	.000
	Transformational leadership	-.429	.063	-.530	-6.834	.000
	Job Satisfaction	-.132	.045	-.227	-2.928	.004

R = 0.742; R Square = 0.550; Adjusted R Square = 0.548; Std. Error of the Estimate = 0.33775

F Change = 242.453; Sig. F Change = 0.000

Note: dependent variable: turnover intention

From the result of table 6, it shows that the negative effect of transformational leadership on turnover intention is -.530 at a .01 significant level. It implies that transformational leadership has the opposite, moderate influence on the employee turnover intention. Therefore, hypothesis H1 is validated.

On the other hand, the negative effect of job satisfaction on turnover intention is - .227 at a .01 significant level. It shows that job satisfaction has the opposite, a few influences on the intention to increase employee turnover. Therefore, hypothesis H2 is validated.

According to Table 6, the analysis results show that transformational leadership and job satisfaction explain 55.0% of turnover intention variance (R Square = 0.550). This R Square value is high because the model fits the data well, indicating that the predictors are essential for explaining the dependent variable. The Adjusted R Square, which is somewhat lower at 0.548, accounts for the model's number of predictors and shows that it is robust to the sample size.

According to three other factors, we get the regression equation

Turnover Intention = 5.057 - .429 (Transformational leadership) - .132 (Job satisfaction)

Based on the above analysis, the hypothetical test results in this study are as follows.

Table 7 Summary hypothesis test

Hypothesis	Description	Conclusion
H1	There is an influence of transformational leadership on turnover intention of employees at China Construction International.	Supported
H2	There is an influence of job satisfaction on turnover intention of employees at China Construction International.	Supported

Conclusion and Discussion

Conclusion

The first finding showed that transformational leadership moderately negatively affects China Construction International employees' turnover intentions. This study highlights the importance of leadership style in employee retention, with a negative correlation between transformative leadership and turnover intention. The second finding from this research indicates that job satisfaction has a small negative influence on turnover intention. This study suggests an inverse correlation between job satisfaction and employee turnover intention, highlighting the importance of job happiness in employee retention. Nevertheless, the influence of transformative leadership on turnover intention is more significant than the effect on job satisfaction. It means that transformative leadership has a more significant impact on employee turnover than it does on job satisfaction. The study's conclusion reveals that good leadership has a key role in reducing turnover rates while also retaining staff.

Discussions

Research results indicates that there is a direct correlation between transformational leadership and turnover intention among employees of China Construction International. This results support previous research on transformational leadership and turnover intention (Gerlach et al., 2020; Wang et al., 2020). This means that transformational leadership has the potential to enhance employee engagement and diminish staff turnover. Transformational leaders inspire, motivate, and intellectually stimulate their subordinates, creating a work atmosphere where people are less likely to leave. Furthermore, the study's findings, which support previous research (Spector, 1997; Zopiatis et al., 2014), reveal that job satisfaction has a minor impact on the intention to leave. The finding shows that when practices enhance employees' job satisfaction, they will be motivated to exert efforts in production and service delivery, decreasing their turnover intention. Thus, in the developing China Construction International structures, the human resource is regarded as the primary asset of an organization, serving as the organizational human capital. They play a significant role in the growth and development of the organization.

Implications of the study

This research has major implications for management behavior at China Construction International and other companies experiencing comparable issues. First, transformational leadership reduces turnover intention, emphasizing the need of develop it in organizational leaders. To increase employee engagement and reduce turnover, managers and executives should promote visionary, inspiring, intellectually engaging, supporting, and individually recognizing leadership characteristics. Job satisfaction significantly affects turnover intention; thus, firms must focus on employee happiness. By improving workers' emotions of success, personal development, work autonomy, and recognition, firms may boost job satisfaction and reduce turnover. Human resource management and organizational development professionals may use these findings to create and execute targeted job satisfaction solutions.

Suggestions

Our study has some limitations that offer avenues for further research. First, this study has some limitations in representing the population. The small sample size may limit the generalizability of this research. Despite attempts to assure sample diversity, the findings may not completely reflect China Construction International or other comparable firms' personnel.

Our data are cross-sectional in nature, which does not allow us to examine the relationships at one time using a cross-sectional approach. However, it does not reveal how these associations may change. Future studies might use longitudinal designs to capture leadership, job satisfaction, and turnover intention's dynamic character.

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