

# EXPLORING THE ROLES OF EMPLOYEE COMMITMENTS BETWEEN TRANSFORMATIONAL LEADERSHIP AND TURNOVER INTENTION

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## Background

◆ Food & Beverage [F&B] companies in Hong Kong [HK] have challenges to retain experienced employees and recruit young workers

◆ In 2019, the turnover rate of workers in the HK F&B industry was around **≥30%**



◆ According to surveys, in 2017 & 2019, **nearly 8 out of 10** frontline employees have left their F&B companies



◆ Employees have less positive feelings and bonding (**commitments**) to their companies and the F&B industry. They also having strong wishes of leaving their jobs (**turnover intention**)



◆ Previous researches indicated that the way managers interact, mentor and oversee subordinates can influence their **commitment** and **turnover intention**

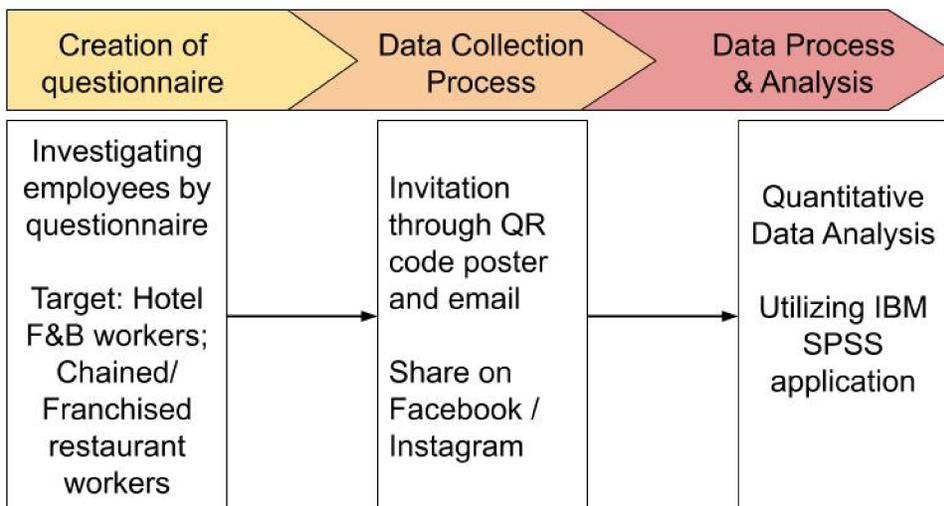


## Research Questions

This research **raised the following questions:**

1. Examine the influences of **transformational leadership** on employees' **commitments** and **turnover intention**
2. Investigate whether **organizational and occupational commitments** play mediating roles in lowering employees' **turnover intention**
3. Study the relationships between **transformational leadership**, **both commitments**, and **turnover intention**

## Methodology



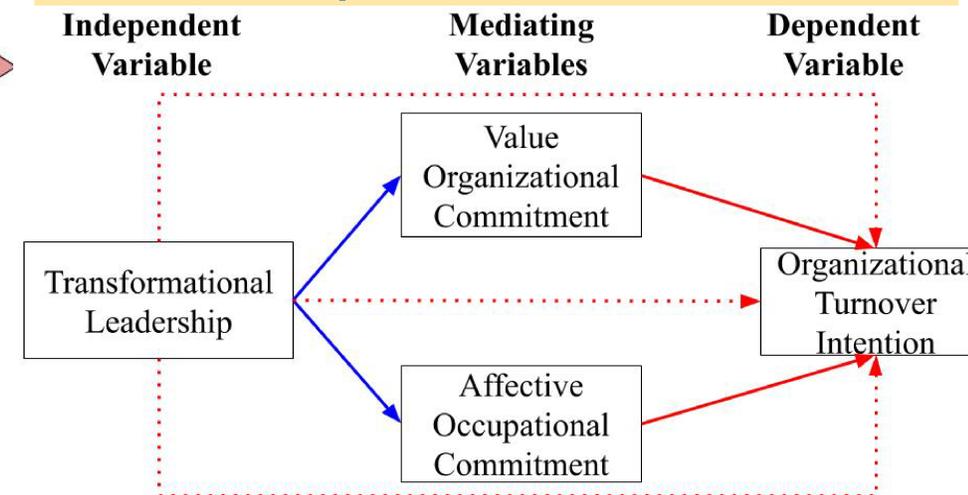
Primary aims of this research are:

1. Figure out whether **transformational leadership** and/or **both commitments** can lower employees' **turnover intention**
2. Explore if **transformational leadership** can increase employees' **both commitments**
3. Suggest ways that can help to **retain** experienced and committed employees and **attract** young successors

## Findings

- **Organizational & Occupational commitments** can significantly reduce employees' **desires to leave the companies**
- **Both commitments** were **full mediators** in the theoretical model
  - Transformational leadership **cannot directly reduce** employees' turnover intention
- **Transformational leadership** is important in increasing **employees' both commitments**

## Developed Theoretical Model



## Conclusion

- **Both Commitments** are critical in affecting employees' **wishes to leave their jobs**. Managers should utilize **leadership** to increase/maintain workers' commitments
- The "**reach beyond limit**" rationale upheld in **transformational leadership** can let employees enjoy working, being more committed to the company and having less **turnover intention**
- Employees have less **negative emotional connections** to the F&B industry after continuously receiving inspirations, mentorship, and supports from **transformational leaders**

## Practical Implications



Future scholars can further develop / refine the **new theoretical model** and **further investigate topics** in this research



F&B employers can encourage managers to **implement transformational leadership**, or **train** managers to be equipped with the leadership traits



**Delegating power** to employees and **holding challenging internal competitions** can be feasible ways to increase employees' commitments