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IMPACT OF LEADERSHIP STYLES ON EMPLOYEE BEHAVIOR IN HEALTHCARE INSTITUTIONS DURING THE COVID-19

Original scientific paper

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ABSTRACT

The COVID-19 pandemic that hit the world during 2019 has set an enormous challenge for the healthcare industry in B&H as well as for the entire world. The Healthcare industry was forced to find new strategies overnight to survive. This study aims to investigate the impact of transactional and transformational leadership styles on employees' intention to stay in mediating the role of affective commitment in healthcare organizations in B&H during the COVID-19. This research has high implications for decreasing turnover in workplaces and increasing organizational commitment by contributing high commitment to the employees that will be more motivated and perform better. The data of the study were analyzed using SPSS (v20) software packages and mediation tests were applied, using 178 sample data from private healthcare institutions in B&H. The results indicate that effective commitment mediates the connection between transformational and transactional leadership and turnover intention.

Keywords: transactional leadership, transformational leadership, affective commitment, organizational commitment, COVID-19, healthcare

INTRODUCTION

Leadership is a topic that thrilled attention among individuals, especially employees. The term predicts images of dynamic, influential individuals who command winning armies or shape the sequence of nations (Yukl, 2013). It plays a significant role in developing organizations and the performance of their individuals. Stockholders should make the best goods and services from the resources available in an enterprise to get the most out of their investment by implementing strategic decisions at the same time. According to Yücel (2021), a leader should offer to their followers what they need to be as effective as possible and to achieve common organizational goals. If a leader fails to provide what they have promised, employees might be demotivated and lose self-confidence (Yücel, 2021).

Leaders must focus on employees' internal and external needs to improve their overall performance and at the same time to increase organizational commitment. Leadership is a field that has been seen since the first civilizations as a key factor in the success of smaller organizational units and even entire states. At the heart of this paper are transactional and transformational leadership styles, i.e., consideration of the impact of transactional and transformational leadership on employee organizational commitment with work and their loyalty and turnover intention to the organization. On 31 December 2019, the World Health Organization recognized the cases of pneumonia on an unspecified disease in Wuhan. Following the 7 January 2020, it was found in China and reported that coronavirus exists as "2019-nCoV".

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This worldwide situation led to an enormous and great reaction of people where everyone has been constantly reporting all over the borders to make society informed about the worldwide situation (Roy et al., 2020). Including a broad range of viruses, causing diseases from easy conditions like cold to more serious ones together with the strain that was not detected in the human body before represents coronavirus (nCoV). The World Health Organization called it the "COVID-19 virus". It was known and affected all the countries around the world. During the CODIV-19 pandemic, hospital employees in Bosnia and Herzegovina were faced difficult working conditions where they didn't get a chance to take any kind of holiday, retire or resign. There were a lot of patients that needed medical care, hospitals were overbooked, employees were emotionally and physically exhausted. For healthcare institutions to succeed, discipline was required which at the same time requires consciousness. In Bosnia and Herzegovina, as in almost all other countries around the world, it was stated that people should not travel if they do not need to minimize virus spreading. When the lockdown was no more an option because of all the negative effects on the economy of the countries, countries were focusing on community actions like wearing masks in public, keeping social distance which started reducing COVID-19 spread and allowed healthcare institutions to deal and care for the patients. Restrictions like lockdowns, closing the borders, limiting commercial trade, move to work from home were some of the steps that were undertaken to deal with the problems of the pandemic. Then, such restrictions caused anxiety, stress, and other negative emotions and reduced the confidence of employees and their commitment levels.

We live in an era of uncertainty. Today's economic situation tends to be unstable in most countries that resulting in a high unemployment rate, working force is faced with several challenges which directly lead to low productivity. To require a strong connection between managers and employees, the crisis management team plays an important role. A leader is meant to have a clear direction that is positive, aware of the world situation, and has sound argumentative abilities (Yücel, 2021). When we talk about leadership, they should respect and acknowledge the characteristics of their followers that are leading to greater engagement. Leaders as well are responsible for being agile and prioritizing requirements in order not to find themselves reacting to momentum. Information should be transferred rapidly to all levels of the institutions. Employees require respect and to get that respect, support for their mental, physical and emotional well-being leaders need to undertake certain actions. With interpersonal and emotional presence, workers tend to perform well to difficult and complex tasks. Each of the employees requires the respect they value by strengthening their work and enjoyment so they can adjust to the current working situation. Yücel (2021) stated that leadership is being understood as an instrument in which a person/individual influences a purpose throughout the ability and its nature as well as leads the organization in a way that makes it more incorporated and intelligible. In his research, Yücel pointed out that knowledge and skills from leaders are connected to their attributes or traits, for instance, their way of perceiving ethics, beliefs, values, and character (Yücel, 2021). Leading and managing healthcare organizations in serious and difficult times is a demanding job when the leader's power and position in a period of changeover take up a significant part. According to Yücel (2021), transformational leadership is a key factor for companies who are willing to progress essential changes before they inspire employees' willingness so they can have an acceptable environment for adaptive or positive changes through progressions. In his study, Yücel (2021) stated that each leader should be authentic and willing to create shared confidence and ties by being an active listener with open communication and being able to accept any critique and advice. A leader inside the organization must perform well internally and externally, balance its capability with the inspired team and deliver perceptible and reliable support for organizational goals that focus on the company's performance.

Numerous experiments were recognized in the literature during previous years in which investigators recognized overall managerial perceives which typical leaders use in regular times. They also highlighted basic practices that have important benefits in the process of leading a company to achieve exact goals (Ribeiro et al., 2018). Inside the organization, managers use a specific leadership style that has a direct impact on employees' turnover intention.

Dimaculangan's (2012) research study showed that transformational leadership (TL) was connected to employee turnover intention that showed to be decreased (Dimaculangan & Aguiling, 2012). The existing research replied to a demand for the investigation on "the mediating mechanism in the transformational leadership (TL) process" (Ariyabuddhiphongs & Kahn, 2017) as its mediation influences simplify the conditions beneath which transformational leadership is connected with results.

The aim of this study was projected to improve the theory of transactional and transformational leadership, which clarifies that the style of leaders of transformation and transaction might unfavorably impact the turnover intention to devote by affective organizational commitment mediation. This study observed the clarification of the transactional and transformational leadership style and its impact on the expectancy of the employees' intention to stay and the mediatory impact of leaders' success on the relationship between transformational and transactional leadership and the turnover intention. The main purpose of this study is to investigate the impact of transformational and transactional leadership style and its effect on the turnover intention that mediates the role of affective organizational commitment in healthcare institutions during COVID-19 pandemic in Bosnia and Herzegovina.

The goals of this research are following:

   (a) Evaluating the awareness of employees in healthcare institutions of their leaders' transformational and transactional leadership style and turnover intention together with the organizational commitment.

   (b) Investigating the leaders' transformational and transactional leadership style impact on the turnover intention of employees in healthcare institutions.

   (c) Evaluating the mediation of employee' affective organizational commitment on the relationship between transactional and transformational leadership and turnover intention.

The health sector is one of the basic public (or private) services provided by the state. This service is financed from public (or private) revenues through public expenditures, which have a continuous tendency to grow. Around the world, the health sector is facing major challenges due to rising standards, the needs of the population, and the growing life expectancy of the population, which are putting constant pressure on the growth of public expenditures and allocations for health.

LITERATURE REVIEW

Leadership

Burns (1978) believed leadership authority meant to be a relationship wherein followers and leaders promote each other to more significant levels of inspiration (Burns, 1978). Most of the leadership definitions reflect the assumption that it includes an interaction by which deliberate impact is applied over others to structure, guide, and work with exercises and connections in a gathering or association (Yukl, 2013). Leadership is at the top of the most researched concepts in management. Many people consider leadership to be synonymous, but they are not. Leadership is a narrower term than management, ie leadership is only a small part of management (Judge et al., 2004). Big changes are happening in the environment. These changes include changes in technology, work context, and many other areas because everything is changing. The only way management encourages managers to achieve results is to ensure the impact on employees which can be achieved through leadership because leadership, as well as motivation, is related to the presence of impact on employees.

People are still factors in production processes, and the way management works is to work with others. To stimulate employees to make additional efforts, they need to be encouraged to address their safety. In this way, important effects are achieved such as engagement, employee motivation, investment of additional effort by employees, and many other effects. For this reason, leadership research is very important and current today (McCall, 1986; Yukl, 2013). No matter what leadership everyone is researching, such research is still needed.

Two leadership styles were identified by Burns (1978): transactional and transformational (Burns, 1978).

Bass (1986) argued that transformational and transactional leadership styles are different concepts, and additionally argued that the greatest leaders are both transactional and transformational. In his research (1986), Bass introduced an instrument that is meant to measure those two leadership styles: transformational and transactional to research the potential connection between these two leadership styles and job performance satisfaction. The instrument that was developed was called the Multifactor Leadership Questionnaire known as MLQ (McCall, 1986). The MLQ instrument was empirically validated and conceptually developed to reflect the corresponding dimensions of transformational and transactional leadership styles. This instrument is the most widely used measure of transactional and transformational leadership style, and the same will be used for this research. Five dimensions were analyzed in the MLQ instrument of transactional and transformational leadership styles. Three of them were analyzed for transformational leadership dimension and defined as characteristics of such leaders (Bass et al., 1987): Charisma, Individualized Consideration, and Intellectual Stimulation. Two of them were analyzed for transactional leadership dimension and defined as characteristics of such leaders (Bass et al., 1987): Management by Exception and Contingent Reward. Each of these dimensions will be explained in the following sections.

Transformational leadership

Transformational leaders guarantee their followers' participation by visualizing attractive future states, presenting enthusiasm and optimism, encouraging followers to accomplish the organizational vision, and offering the resource needed for rising their potential (Dimaculangan & Aguiling, 2012). Transactional leaders are building a relationship with their followers to exchange something of value. On the other hand, transactional leaders work to change their followers' needs, values, and beliefs. (Kuhnert & Lewis, 1987).

(Bass, 1999) mentioned in his study that the transformational leader stimulates, intellectually inspires, and is individually considerate. When talking about transformational leadership, it is important to mention that such leaders are letting followers express self-interests for the purpose of the group good as well as motivating them with the involvement of charisma and intellectual stimulation (McCall, 1986; Yukl, 2013). More precisely, a transformational leader identifies and clarifies the vision of an organization. These leaders tend to deliver an adequate model, increase the acceptance of the goals, assume efficient job performance, brings employees personalized support and provide knowledgeable motivation (Podsakoff et al., 1990). Much of the studies relied on the background of transformational leadership and its impact on individual and group outcomes (Judge et al., 2004). Research that was conducted by Eagly, Johannesen-Schmidt, and van Engen (2003), concluded that women as leaders are more transformational compared to men (Eagly et al., 2003).

A transformational leader inspires individuals to do more than one would initially hypothetically do by articulating a vision, promoting the acceptance of team and organizational goals, providing a proper role model, articulating high job performance expectations, providing individualized support, and inspiring intelligently (Podsakoff et al., 1990). Leaders that have a transformational leadership style inspire and motivate people and followers around them by providing challenge and sense to their followers' performance. These leaders are having high expectations from their followers and they hold them responsible for doing so (Dimaculangan & Aguiling, 2012).

Transactional leadership

In the previous years, a considerable research frame has accrued on transactional and transformational leadership theory. Burns (1978) was the first to introduce the basic concepts of transactional and transformational leadership. He concluded that the transactional leadership style requires an exchange among follower and leader (Burns, 1978). Followers obtain outcomes that are valued just like the wage and prestige when they perform their tasks according to the leader's desires. Bass (1986) took Burns's leadership studies as his initial point, where he noted that leadership has commonly been conceptualized as an exchange process that is cost-benefit or transactional (McCall, 1986). Just as transformational leaders serve a resolution that exceeds short-term goals, transactional leaders focus on the exchange of resources (Judge et al., 2004).

Bass (1986) applied Burns' (1978) ideas and argued that transactional leadership style is the one where leaders usually consider how to slightly maintain and improve the quality and quantity of job performance, how to decrease the resistance to certain actions, how to substitute one goal for another and how to do the implementation of decisions in the organization (Burns, 1978; McCall, 1986). Bass (1986) concluded that transactional leadership is one that involves the process of exchange that might potentially result in follower compliance with the request of a leader. At the same time, it is not likely to create commitment and enthusiasm for the task objectives. This leadership style influences both leaders and followers so that each gets something of value. To simplify (McCall, 1986), transactional leadership style is the one where leaders offer and give to followers something they want and value in exchange for something leaders value and want (Yukl, 2013).

Comparison of transactional and transformational leadership style

Many research bodies in the past 20 years have accumulated in transactional and transformational leadership theory (Judge & Piccolo, 2004). The first concept that was introduced by Burns (1987) was of transactional and transformational leadership in the political treatment of leadership (Burns, 1978).

As per Conger and Kanungo (1998), transactional leaders emphasize on the exchange of resources whereas transformational leaders emphasize more on greater order intrinsic needs and purpose that exceeds short-term goals (Conger & Kanungo, 1998). According to Burns, the transactional leadership style is more usual and common compared to the transformational leadership style. To expand previous knowledge of leadership theories, Bass (according to Howell and Avolio, 1993) proposes a study of transformational leadership built on Burns '1978 sorting of transactional and transformational leaders (Howell & Avolio, 1993). The transaction takes place in such a way that the manager explains to his employee what is expected of him in terms of doing the job, and for the work done the employee receives a kind of compensation (reward for good work, punishment for bad work). The problem with the transactional style of leadership, according to Bass (Bass & Avolio, 1990), is that it is questionable whether rewards and penalties motivate employees at all, which ultimately depends on whether the manager has the authority to award them at all and whether employees want rewards. As opposed to the transactional leadership style, Bass (1990) cites transformational leadership that yields superior results over transactional leadership. Transformational leadership according to Bass (1990) emerges when the manager expands and promotes the interests of employees who become aware of the common mission and accept it, putting the wider welfare before their interests (Bass & Avolio, 1990). Therefore, the point of transformational leadership is "to motivate co-workers to do more than they initially thought possible". Also, a very important feature of transformational leadership, according to Krishnan (2002), is the mutual raising of motivation and values of both leaders and followers, which results in the transformation of both leaders and followers who act to achieve a common vision and mission (Krishnan, 2002).

Affective Organizational Commitment

Many examinations concentrates on indicates that organizational commitment in the companies is a peculiarity with multiple layers, and the focal point of commitment, to whom for sure an employee is appended, is a significant aspect in surveying worker commitment (Becker & Billings, 1993). As indicated by Meyer and Allen, the affective commitment of an individual has been characterized as a connection portrayed by a distinguishing proof to and inclusion in the organization (Lee et al., 2001).

Affective organizational commitment represents the degree to which an employee is emotionally committed to an organization and refers to how much employees want to stay in the organization (Dixon et al., 2005). As employees may feel committed and attached to their organization as a whole, according to studies, they also can feel attached to their team members, or leaders (Becker & Billings, 1993; Clugston et al., 2000).

Meyer and Allen (1997) identified affective commitment as an attachment where employees are dedicated to the organization in which they feel like a part of it (Meyer & Allen, 1997). As a result of encouraging feelings that were perceived by a relationship with the company, workers owning high emotional attachment demand to continue being part of their organization (Newman & Sheikh, 2012). According to Meyer and Allen (1997), a meaningful precursor of affective commitment to the organization should be POS which refers to perceived organizational support that reflects employees' beliefs to which extent their organization perceives their involvement and take care of them. Affective commitment is frequently defined as the instrument used to measure employees' psychological affection for an organization (Albrecht & Marty, 2020).

Turnover intention

Turnover intention, as per Labrague (2018), alludes to the workers' willful withdrawal from the organization. As he clarified in his exploration there can be numerous noteworthy effects on the establishments and association as turnover might prompt low efficiency in medical services representatives, helpless medical services workers care, and added expenses for the foundation and organization (Labrague et al., 2018). Traditionally, employee turnover has been seen as negative action for the institutions because of the costs that go with each turnover. Today employee turnover intention has been viewed differently. March and Simon's model was the basic to describe turnover intention. According to March and Simon model, it was conducted from three basic partial determinants of employee turnover starting with the appeal of the movement, then ease of movement, and at the end, intentions to quit. Studies that were conducted before showed that employee performance, as well as organizational commitment, has impact on employee turnover intention (Yücel, 2021). The way that an individual can be connected to an institution through more than one mentality, and can encounter more than one type of responsibility at the same time, should be remembered for endeavors to comprehend and clarify the connection between different authority practices and the improvement of positive representative optional conduct (Afshari & Gibson, 2016).

In the Abrams (1998) study, they defined turnover intention as it is the key performance of workers as not being pleased with their job and mentioning their idea of leaving the organization and employee intention for looking after the new job (Abrams et al., 1998). According to Qin Lv's study, (2012) employee turnover intention in the context of healthcare organizations was focusing on the straight connection between employee turnover intention and their organizational commitment together with emotional exhaustion. The study concluded that the turnover intention can positively be predicted by both management and non-management employee emotional exhaustion.

In contrast, the study showed that the relationship between employee turnover intention and emotional labor strategies is weak. As the study is based on turnover intention, (Lv et al., 2012) concluded that emotional exhaustion will have an impact on turnover intention only through the emotional labour strategy (Lv et al., 2012). According to Eisenberger's study, organizational commitment refers to be the most important factor in a company because it positively affects on workers loyalty but according to his study, it was concluded that it negatively impacts employee turnover intention (Eisenberger et al., 2002). Moreover, the study concluded that the organization committee has high indications of organizational effectiveness and even higher indicators of turnover intention rather than job 8 satisfaction and worker's performance. According to Parnell (Parnell & Hatem, 1997), organizational commitment negatively connects to employee turnover intention in the hospitality context. The study concluded that workers' organizational commitment negatively affects on worker's turnover intention.

Conceptual Framework and Hypothesis Development

Transformational and transactional leadership

MLQ (Multifactor Leadership Questionnaire) was utilized to quantify transactional and transformational leadership (McCall, 1986). MLQ includes ascertaining the two components of transactional leadership (active and passive management by exception and contingent reward) and include ascertaining the four components of transformational leadership (intellectual stimulation, idealized influence, individualized consideration, and inspirational motivation). The subjects of the study were asked to choose on a five-point scale that ranged from 1 "strongly disagree" to 5 "strongly agree" the degree to which their immediate leader takes part in any of these behaviours.

Affective commitment

For the measurement of affective organizational commitment, the three-component model of organizational commitment developed by Allen and Meyer (Meyer & Allen, 1997) was used. The model is composed of six-item versions of three forms of organizational commitment (Normative, Continuance, and Affective Commitment) out of which we used only items for the Affective commitment for this study. The subjects of the study were asked to choose on a five-point scale (ranging from 1 "strongly disagree" to 5 "strongly agree", the extent to which their relationship with an organization leader takes part in developing affective organizational commitment.

Turnover intention

For the measurement of turnover intention the three-item model was used developed by Bothma and Roodt) (Bothma & Roodt, 2013). The subjects were asked to choose the likelihood they would leave the organization on a five-point scale from 1 "strongly disagree" to 5 "strongly agree".

Affective commitment mediates the relationship between Transformational leadership and Turnover Intention

Yücel (2021) examined the relationship between employee turnover intention and employee performance mediation and transformational leadership style in the relationship between transformational leadership style and their intention to stay (Yücel, 2021). He concluded that managers that have transformational leadership styles tend to lower the turnover intention of their employees through their job performance (Yücel, 2021). This study is having practical implications for healthcare institutions. In contrast, the transformational leadership prediction of employee turnover intention suggests that this leadership style, transformational leadership style, can be a precursor of worker's job performance.
Mowday (1979) concluded that affective organizational commitment, that is on a high level, to an organization can potentially predict employee intention to stay (or turnover intention) (Mowday et al., 1979). (Bass & Riggio, 2006) as well concluded the positive relationship between affective commitment and transformational leadership and decreased turnover intention which satisfies followers desire and perceptions towards an organization. As per Leroy et al. (2012), the base to measure the connection between affective commitment and transformational leadership is so-called the social exchange theory (Leroy et al., 2012). Therefore, considering the previous discussion on the studies of transformational leadership predicting affective commitment and turnover intention, it was concluded that transformational leadership positively affects affective commitment and decreases turnover intention (Nuo & Hee, 2020).

Hypothesis 1 (H1): *Transformational leadership significant positive effect on affective commitment*

Hypothesis 2 (H2): *Affective commitment mediates the effect of transformational leadership on turnover intention*

Affective commitment mediates the relationship between Transactional leadership and Turnover Intention

Several research studies were conducted showing that transformational and transactional leadership are positively related to workers' intentions to stay, commitment to the organization, outcomes of an organization, and their behavior (Judge & Piccolo, 2004).

Recent studies have concluded that organizational commitment is connected to outcomes of organizations and attitudes of employees (Closon et al., 2015). Considering all three components of the model of organizational commitment, the affective commitment tends to have a positive relationship to the employees and their intention to stay in an organization (Lee et al., 2001)and at the same time, it is related to the transactional leadership to turnover intention due to its validly and reliability. Several studies examined the connection between affective organizational commitment and transactional leadership (Epitropaki & Martin, 2005) and turnover intention (Nuo & Hee, 2020). In the study, Nuo and Hee (2020) concluded that as the affective organizational commitment positively affects transformational leadership, the same applies to the affective organizational commitment and transactional leadership. (Guntur et al., 2012) determined that affective commitment has the greatest impact on employee turnover intention and is the strongest in such relationship associated with other two components of organizational commitment (affective and normative). Therefore, considering the previous discussion on the studies of transactional leadership predicting turnover intention and affective commitment, it was concluded that transactional leadership positively affects affective organizational commitment and reduces the turnover intention (Nuo & Hee, 2020).

Hypothesis 3 (H3): *Transactional leadership has a significant positive effect on affective commitment*

Hypothesis 4 (H4): *Affective commitment mediates the effect of transactional leadership on turnover intention*

The direct effect of transformational leadership style on turnover intention

Yücel (2021) analyzed the connection between turnover intention and transformational leadership and the worker's exhibition mediation in the relationship between employee turnover intention and transformational leadership style. His research showed that transformational leadership style predicts the worker turnover expectation contrarily. Yücel (2021) likewise reasoned that the transformational leadership style of higher chiefs will in general diminish workers' turnover intention through their work execution (Yücel, 2021). In contrast, the transformational leadership prediction of employee turnover intention suggests that this leadership style, transformational leadership style, can be a precursor of worker's job performance (Mowday et al., 1979). Previous studies observed that transformational leadership positively affects employees' attitudes and their job performance like organization trust, job satisfaction, and at the same time organization commitment (Bono & Judge, 2003) but has negative effects on employee turnover intention (Nuo & Hee, 2020).

In the research of transactional and transformational leadership styles, Judge (Judge & Piccolo, 2004) concluded that those leadership styles are directly connected to the worker's activities such as their job performance, engagement, and turnover intention, and invest in the company.

Hypothesis 5 (H5): *Transformational leadership has a significant negative effect on turnover intention*

The direct effect of transactional leadership style on turnover intention

Several studies observed the connection of leadership styles with turnover intention and organizational commitment (Epitropaki & Martin, 2005). Meyer and Herscovitch (2001) argue that employees tend to be more committed to companies in which affective commitment is present which means that they perceive something in exchange for their performance or efforts. (Meyer & Herscovitch, 2001). Koesmono (2017) observes in his study the impact of transactional leadership on employee turnover intention. In his study, 150 respondents were tested and analyzed where it was concluded that transactional leadership has a direct impact on turnover intention (Koesmono, 2017). The explanation for these results in the effect of transactional leadership and turnover intention are concluded that employees get rewards (Meyer & Allen, 1997) (both tangible and intangible) that are depending on the execution of their working responsibilities, their willingness to have a feeling and sense of obligation to give back the favor to their company by acting more effectively and positively to achieve more desirable outcomes for the organization and at the same time have the intention to stay in the organization. Correspondingly, proportions of leadership styles have been inferring significant positive with the turnover intention and transactional leadership showed to have the highest relationship with turnover intention in the study (Tnay et al., 2013). In his study, Koesmono (2017) developed a hypothesis stating that Transactional Leadership style affects on Turnover Intention. According to his study, such a hypothesis was tested and accepted. The regression coefficient was 1.32. The research proved the findings of previous studies conducted by Hidayat and others (2021), where they have studied the effect of transactional leadership style on the turnover intention during the COVID-19 (Hidayat et al., 2021).

Hypothesis 6 (H6): *Transactional leadership has a significant negative effect on turnover intention*

The direct effect of affective organizational commitment on turnover intention

Salamin (2005) study about turnover intention concluded that workers turnover is a term that used to be contrarily considered to be the episode for institutions because of the costs that go with

it, however, it was concluded in the study that it is presently seen from an alternate perspective (Salamin & Hom, 2005). In Olawale's (2016) study about organizational commitment and turnover intention, it was concluded that a significant negative connection exists between turnover intention and organizational commitment (Olawale, FolusoIlesanmi, & Olarewaju, 2016). Ausar (2016) determined that affective commitment has the most significance that are positive and directly connected to worker's satisfaction and task performance and at the same time, the research indicates that affective commitment is negatively related to turnover intention (Ausar et al., 2016). There was an empirical study on turnover intention in the framework of hospital workers that has focused on the connection between employee turnover intention and organizational commitment. Such research focused on emotional exhaustion, the relationship between anxiety on the job, work-family balance, and employee intention to stay (Lv et al., 2012). Such research studies concluded and supported the negative correlation between turnover intention and affective organizational commitment, also these studies concluded that the most important element in the creation of employee intention to stay is the turnover intention that serves as predictors of staying in the organization (Gyensare et al., 2016; Lv et al., 2012; Meyer & Herscovitch, 2001). Additional research studies in this field concluded that such as the workers build a relationship to their organization and develop effective commitment (Becker & Billings, 1993) that at the same time feel committed to their leaders and therefore decrease the turnover intention inside the organization (Bishop & Scott, 2000).

Hypothesis 7 (H7): *Affective commitment has a significant negative effect on turnover intention*
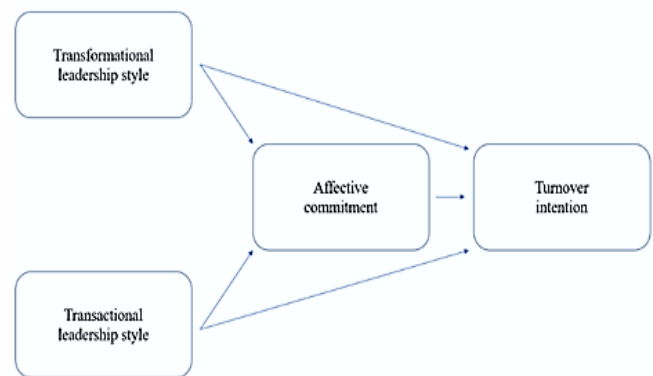

Figure 1. Research Model

METHODOLOGY

Table 1. Sample characteristics

Variable	Demographics	Number
Gender	Male	75
	Female	103
Educational level	Secondary School	7
	Higher Education	69
	Bachelor Degree	50
	Master Degree	31
	Doctorate Degree	21
Age	20-30 years	68
	30-40 years	56
	40-50 years	28
	50-60 years	24
	60+ years	2
Marital Status	Married	86
	Single	67
	Divorce	21
	Widowed	4
Job Title	Graduated nurse-technician	1
	Physiotherapist	1
	Radiology engineer	8
	Laboratory assistant	9
	Secondary doctor	13
	Doctor of Medicine	29
	Specialist doctor	16
	Master of pharmacy	17
	Nurse-technician	51
	Head of the clinic	3
	Head of department	11
	Other	19

Sample and Data Collection

The research was conducted in 2022 in private healthcare institutions in Bosnia and Herzegovina. Institutions that were selected were private hospitals. Online and printed questionnaire were used in order to collect data. Email addresses of private hospitals were collected from their official websites. Each questionnaire included the section where the purpose of the study was explained in order to motivate employees to participate in this research as well as to guarantee the anonymity of participants. All responses collected in this research were valid (Table 1).

Research Design and Instrumentation

The questionnaire was divided into 4 parts. First part contained demographic questions like gender, educational level, age, marital status and job title of employees from private hospitals in Bosnia and Herzegovina.

Second part covered transformational leadership style with 4 dimensions (TF1: idealized influence, TF2: inspirational motivation, TF3: intellectual stimulation and TF4: individualized consideration) measured using 23-item scales, and transactional leadership style with 3 dimensions (TA1: contingent reward, TA2a: active management-by-exception and TA2b: passive management-by-exception) measured with 12-item scales. Item scales for measuring transformational and transactional leadership style (MLQ) were developed by McCall (McCall, 1986). Third part covered turnover intention with one dimension (turnover intention) and it was measured using 3-item scales. For the measurement of 3-item model Michaels and Spector scale was used (Bothma & Roodt, 2013). In the fourth part, 6-item scale developed by Lee (Lee et al., 2001) was used to measure affective organizational commitment. In all scales, the questions were measured with a five-point Likert scale (5 = strongly agree, 1 = strongly disagree) (Table 2).

Table 2. Research variables scales

Transformational Leadership	# of item scale	References
1. TF1_idealised influence	6 item scale	McCall, M. W. (1986)
2. TF2_inspirational motivation	6 item scale	McCall, M. W. (1986)
3. TF3_intellectual stimulation	6 item scale	McCall, M. W. (1986)
4. TF4_individualised consideration	5 item scale	McCall, M. W. (1986)
Transactional Leadership		
1. TA1_contingent reward	4 item scale	McCall, M. W. (1986)
2. TA2a_active management-by- exception	4 item scale	McCall, M. W. (1986)
3. TA2b_passive management-by- exception	4 item scale	McCall, M. W. (1986)
Turnover Intention		
	3 item scale	Michaels and Spector (1982)
Affective Commitment		
	6 item scale	Allen and Meyer (1997)

Data Analysis

SPSS software program was used to examine the data of the study. Cronbach's alpha coefficient was used to assess the scales' reliability, and exploratory factor analysis was utilized to examine the original structure of the factor. To examine and summarize the demographic data of the participants, descriptive statistics were employed. Pearson's correlations were used to demonstrate the connection between leadership styles, affective commitment, and turnover intention. Finally, regression models were utilized to investigate the indirect impact of affective commitment on the link between leadership styles and turnover intention. The next section summarizes the findings.

RESULTS

Initial Analyses

The construct validity of the scales used in this study were examined by exploratory factor analysis.

For the component rotations, the varimax method was used and the principal component analysis was used as the factor extraction method. The final structure of dimensions and items was obtained in the first run. Table 3 represents the Factor loadings as well as the Cronbach's alpha.

Table 3. Factor Loadings and Coefficient Alpha for Affective Commitment, Leadership styles, and Turnover Intention

	Factor loading	Cronbach's Alpha
ITEMS: Affective commitment		**.878**
AC1: I would be very happy to spend the rest of my career with this organization	.777	
AC2: I really feel as if this organization's problems are my own	.761	
AC3: I don't feel a strong sense of belonging to my organization (R)	.669	
AC4: I don't feel emotionally attached to this organization (R)	.631	
AC5: I don't feel like part of the family at this organization (R)	.621	
AC6: This organization has a great deal of personal meaning to me	.744	
ITEMS: Continuance commitment		**.583**
CC1: Right now, staying with my organization is a matter of necessity as much as desire	.516	
CC2: It would be very hard for me to leave my organization right now, even if I wanted to	.752	
CC3: Too much of my life would be disrupted if I decided to leave my organization now	.597	
CC4: I feel that I have too few options to consider leaving this organization	.643	
CC5: If I had not already put so much of myself into this organization, I might consider working elsewhere	.410	
CC6: One of the few negative consequences of leaving this organization would be the scarcity of available alternatives	.482	
ITEMS: Normative Commitment		**.911**
NC1: I do not feel any obligation to remain with my current employer (R)	.706	
NC2: Even if it were to my advantage, I do not feel it would be right to leave my organization now	.686	
NC3: I would feel guilty If I left this organization now	.799	
NC4: This organization deserves my loyalty	.708	
NC5: I would not leave my organization right now because I have a sense of obligation to the people in it	.839	
NC6: I owe a great deal to my organization	.840	

From Table 3 we can conclude that factor loadings for independent and dependent variables in this study are considered significant, +- .50 or higher. The reliability test, according to rules of thumb is as it follows: independent variables: Transformational leadership (α = .976) – excellent, transactional leadership (α = .634) – questionable; dependent variables: Turnover intention (α = .886) – good; mediation: Affective Commitment (α = .878) – good.

Test of the Hypothesis

Before testing the hypothesis, in order to determine the correlation and strength among variables of transformational leadership, transactional leadership, affective commitment and turnover intention, the correlation analysis was utilized. Cohen (1988) stated that the effect size for the Pearson's r is: small = $\pm$ .10 – < $\pm$ .30; medium = $\pm$ .30 – <

$\pm$ .50; large = $\geq$ $\pm$ .50 (Cohen, 1988). To test the mediation effect, three regression techniques were required. The mediator is regressed on the independent variable in the first process, whereas the dependent variable is regressed on the independent variable in the second operation. The dependent variable is regressed on both the independent variable and the mediator in the third procedure. The mean, standard deviation, and correlations are shown in the table below. According to our model, the independent variables Idealized Influence (II), Inspirational Motivation (IM), Intellectual Stimulation (IS), Individualized Consideration (IC), Contingent Reward (CR), Active management by exception (AME), and Passive management by exception (PME) regress separately on the mediator: Affective Commitment (AC). Following the examination of the correlation between these factors, the following conclusions were reached:

Table 4. Mean, standard deviations, and correlations

Variables	Means	SD	1	2	3	4	5	6	7	8
1 - Turnover Intention	1.530	.928	1							
2 - Affective Commitment	4.188	.870	-.731**	1						
3 - Idealized Influence	4.135	.943	-.548**	.567**	1					
4 - Inspirational Motivation	4.149	.898	-.540**	.566**	.867**	1				
5 - Intellectual Stimulation	4.115	.929	-.435**	.452**	.709**	.732**	1			
6 - Individualised Consideration	4.067	1.001	-.471**	.544**	.823**	.819**	.745**	1		
7 - Contingent Reward	4.003	1.050	-.486**	.500**	.746**	.751**	.761**	.798**	1	
8 - Active management by exception	3.694	.946	-.335	.585	.267**	.232**	.316**	.284**	.334**	1
9 - Passive management by exception	2.135	.995	.326**	.308**	.394**	.307**	.312**	.293**	.334**	.625

Affective commitment is negatively correlated with turnover intention (r = -.731) and positively correlated with idealized influence (r = .567), inspirational motivation (r = .566), intellectual stimulation (r = .452), individualized consideration (r = .544), contingent reward (r = .500), active management by exception (r = .585), and passive management by exception (r = .308), according to the Pearson product correlation. We can conclude that the effect size for idealized influence, inspirational motivation, individualized consideration, contingent incentive, and active management by exception is large based on these findings. By contrast, the effect size for intellectual stimulation and passive management is medium (Table 4).

Table 5. Summary of hypotheses results

Hypothesis number		Hypothesis	Supported/not supported
H1		AC mediates the relationship between TF and TI	(p = < .001) - Supported
	H1a	AC mediates the relationship between II and TI	(p = < .001) - Supported
	H1b	AC mediates the relationship between IM and TI	(p = < .001) - Supported
	H1c	AC mediates the relationship between IS and TI	(p = < .003) - Supported
	H1d	AC mediates the relationship between IC and TI	(p = < .001) - Supported
H2		AC mediates the relationship between TA and TI	(p = < .001) - Supported
	H2a	AC mediates the relationship between CR and TI	(p = < .001) - Supported
	H2b	AC mediates the relationship between AME and TI	(p = < .002) - Supported
	H2c	AC mediates the relationship between PME and TI	(p = < .005) - Supported

The results examined in Table 5 show that all hypotheses (H1, H1a, H1b, H1c, H1d, H2, H2a, H2b, H2c) are statistically significant and therefore supported.

CONCLUSIONS

The interaction of transformational and transactional leadership and turnover intention, as well as affective commitment mediation in the association between transactional and transformational leadership and turnover intention, were investigated in this study. This study's findings show that transformational and transactional leadership negatively influence turnover intention, and that affective commitment moderates the relationship between transformational and transactional leadership. As a result, we can conclude that managers with transformational and transactional leadership styles have lower turnover intentions due to affective commitment. This study has practical as well as theoretical consequences. Managers can boost organizational commitment and reduce turnover by focusing on transformational and transactional leadership styles. This study has high practical implications in the hospital's management board where managers can cut costs of employee turnover for the organization. Low turnover inside the organization means lower costs for the organization and at the same time higher organizational commitment.

Theoretical Implications

The current study adds to leadership theory by implying that transformational and transactional leadership styles, a positive leadership styles, and organizational commitment toward the organization will increase affective commitment by lowering turnover. This study responds to Bass and Avolio (1990) particular demands for more research into the process and conditions of transformational and transactional leadership styles with valuable job outcomes. This study adds to the body of knowledge by examining the mediation in the link between turnover intention and TL.

The results of the mediation in the TL method elucidate the circumstances under which TL is associated to affective organizational commitment, hence this contribution responds to a call for analysis (Yücel, 2021). The findings of this study go beyond past leadership research, revealing a significant linear link between transformative management and the goal of completing CEO turnover. The study found that both transformational and transactional leadership have an indirect impact on staff turnover intention. The findings of this study shows that employee understanding of their direct supervisors' leadership style has a different impact depending on their level of success (Afshari & Gibson, 2016). In addition, the environment in which the research was conducted must be taken into account. Finally, this study looks at the aforementioned linkages in the context of hospital workers during the COVID-19 epidemic, contributing significantly to the theoretical literature.

Practical Implications

This study makes a significant contribution to practical development by advising leaders and organizations on how to create an environment of admiration, interest, participation, respect, and loyalty for employees, which increases their affective commitment and reduces the likelihood of turnover. As a result, firms should embrace transformational and transactional leadership and focus on leadership approaches that will entice people to stay with the company. The study's findings have practical ramifications for businesses, as well as evidence of the positive consequences of providing assistance to employees. Practitioners who wish to dramatically enhance employee attitudes and behavior can do so by treating them properly and providing them with good working environment. The findings of our study have real-world implications for private businesses.

Limitations and Future Directions

There are a couple of limitations in this analysis. The first limitation in this research is that it focused solely on transformative management. Transactional and transactional leadership, on the other hand, can be employed in reports. The second constraint is that the operational definition of turnover intention was the value of four items, rather than organizational papers or contextual efficiency. Employees are thought to have a good knowledge of how they worked and what kind of evaluation they would receive from their bosses. The sample's self-assessed work success will be further validated in future assessments. The use of self-reporting measures is the third constraint because only employees (staff) can provide a sense of leadership style. The fourth restriction is that this study examines both the indirect and direct effects of transformational and transactional leadership on turnover intention through the turnover intention variable.

This could be due to a number of different factors (such as organizational climate, managerial expertise, competency, motivation, and so on) that influence the desire to stay. Future research should also include more analyzing, exploring, and discovering, according to the author. Furthermore, because this study was conducted in hospitals, it cannot be applied to other industries. The study's sample population included Bosnia and Herzegovina healthcare professionals from Sarajevo, Tuzla, and other cities around Bosnia and Herzegovina. Because of the small sample size and lack of variety, the conclusions of this study cannot be applied to other types of workers or other parts of Bosnia and Herzegovina. Missing data is a common issue when utilizing surveys to obtain information. While there are statistical strategies for dealing with missing data that are routinely employed, these techniques may not always yield total accuracy. In addition, one mediating variable was utilized in the analysis, but others could have been employed. n the future, variables such as mediators may be used. Finally, no moderating factors were found. Future research may, for example, look into whether personal qualities modify the relationships between TL and the dependent variables. Various scenarios should be used to investigate the effects on subordinate outcomes, which are influenced by other factors.

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