THE HONG KONG POLYTECHNIC UNIVERSITY
DEPARTMENT OF MANAGEMENT & MARKETING

DEPARTMENTAL RESEARCH SEMINAR

Transformational Leadership and Employees' Turnover: The Mediating Roles of Leader-member Exchange and Organizational Commitment

By

Dr Herman Tse
The University of Newcastle
Australia

Date: Thu, 17 January 2008
Time: 3:00 p.m. - 4:00 p.m.
Venue: M802
Transformational Leadership and Employees’ Turnover: The Mediating Roles of Leader-member Exchange and Organizational Commitment

ABSTRACT

Herman Tse, The University of Newcastle, Australia
Xu Huang, The Hong Kong Polytechnic University
Wing Lam, The Hong Kong Polytechnic University

In this study, we develop a social exchange model to explain the psychological process in which transformational leadership influences employees’ withdrawal cognitions and their actual turnover over a 1-year period. The model was tested using a sample of 490 full-employees from a large telecommunication company in the People’s Republic of China. Hierarchical regression results provided support for the hypothesized model whereby transformational leadership influenced employees’ withdrawal cognitions through the differential mediating effects of leader-member exchange and organizational commitment. Logistic regression results also supported the model of transformational leadership and actual turnover behavior over time. Implications of our model for theory and practice are discussed and future research directions outlined.

Keywords: Transformational Leadership, LMX, organizational commitment, Turnover