

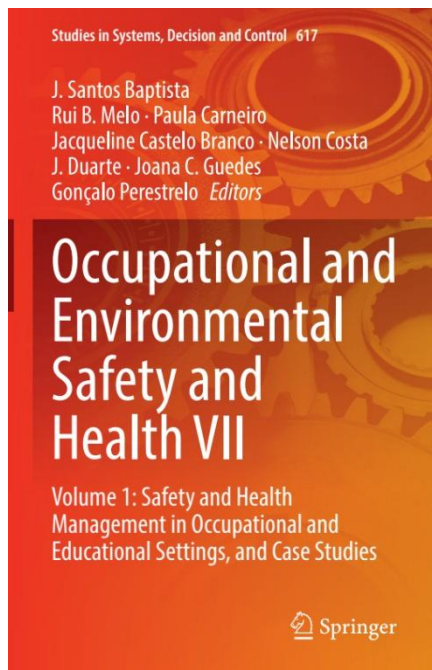
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Explaining Turnover Intention: The Role of Leadership in Organizational Contexts

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Abstract: Leaders assume an important role in organizational success by influencing workers' attitudes and behaviors. The Leadership Efficacy Model (LEM) is a recent theoretical proposal focusing on factors that increase leadership efficacy. According to the LEM, three leadership factors can explain the efficacy of leadership: leadership cycles, leadership styles, and antecedent factors of leadership. This study explored the relationship between the congruence of leadership cycles and leadership efficacy (measured by turnover intention), analyzing whether leadership styles and antecedent factors of leadership moderate this relationship. The study included 842 participants evaluated in terms of leadership cycles, leadership styles, antecedent factors of leadership, and turnover intention. The results confirmed that congruence between the conceptual and practical cycles of leadership was associated with lower turnover intention and that the leadership styles were moderators of this relationship. These findings contribute to the leadership field and provide valuable insights for managing organizations.

Keywords: Antecedent Leadership, Leadership Cycles, Leadership Efficacy Model, Leadership Styles, Voluntary Turnover.

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1. Introduction

Organizations operate in a dynamic and competitive market, and leaders are key in driving organizational success. As a result, leadership has received much attention from researchers, leaders, and practitioners, resulting in a wide range of definitions and theoretical approaches. One commonly accepted definition of leadership was proposed by Northouse (2021), who defined leadership as the process whereby an individual influences a group of individuals to achieve a common goal. This highlights leadership as a mutual influence process, not just a one-way effect from leader to followers. While leadership is primarily seen as an influence process led by the leader, its dynamics and multidimensionality are complex. Traditional approaches to the study of leadership analyzed leaders' traits, behaviors, and actions, while others focused on the situation in which leadership occurs (cf. Benmira & Agboola, 2021 for a review). More contemporary perspectives of leadership debate "new" forms of influence produced by leaders, as is the case of transformational leadership (Howell & Avolio, 1993), servant leadership, shared leadership (Pearce, 2004), and ethical leadership (Brown et al., 2005). Despite the positive contributions of these new perspectives in comprehending the "extraordinary effects" produced by leaders (Ng, 2017), it is still evident that the impact of leadership remains a field to be further explored (Yukl, 2013), especially there is a need for an integrative proposal that holistically considers the different impacts and factors that influence leadership (McNulty et al., 2021).

The Leadership Efficacy Model (LEM; Gomes, 2020) is a recent integrative approach that considers simultaneously factors related to the leader, followers, and the situation. Specifically, LEM includes three major factors to explain the effects of the leadership process: leadership cycles, leadership styles, and antecedent factors of leadership. Leadership cycles concern the dynamic relationships established between the conceptual cycle (e.g., where leaders define their leadership in terms of ideas, actions, and criteria to monitor their application of ideas and actions) and the practical cycle (e.g., where leaders apply the conceptual cycle in a specific situation). Both cycles are composed of the same elements: leadership philosophy (e.g., values, beliefs, attitudes, principles, and objectives of leaders about being a leader and about their leadership), leadership practice (e.g., actions and behaviors defined and assumed by leaders to accomplish the leadership philosophy), and leadership criteria (e.g., indicators defined and adopted by leaders to monitor the accomplishment of leadership philosophy and practice). This means that when leaders adopt close conceptual and practical cycles of leadership (i.e., leadership congruency), then the efficacy of leadership increases. The second component of the model is leadership styles, which integrates three major leadership styles: (a) transformational leadership, where leaders aim to internalize the leader's vision and the organization's goals to achieve high performance; (b) transactional leadership, which lays on an exchange system, where leaders respond to workers' performance through feedback; and (c) decision-making, where leaders can share power and decisions

passively or actively. Leadership behaviors are essential in LEM because they help understand how leaders design and implement the leadership cycles, i.e., how they exert their leadership. LEM proposes that leadership efficacy increases if leaders execute the leadership cycles using an *optimal profile of leadership*, which includes higher transformational leadership, higher positive feedback and reduced negative feedback from transactional leadership, and higher active management and lower passive management from decision-making leadership. The last element of the model is the antecedent factors of leadership, reinforcing that leadership is also a phenomenon influenced by the characteristics of both the leader, the followers, and the situation where leadership occurs. These factors can operate as inhibitors or facilitators of leadership cycles and, therefore, leaders' and followers' characteristics and the situation augment or diminish the effects of leadership cycles on leadership efficacy. In sum, LEM establishes that the congruence of leadership cycles augments leadership efficacy and that this relation is influenced by leadership styles and antecedent factors of leadership (see Figure 1).

Previous research using LEM approach has found that higher congruence between conceptual and practical cycles enhances leadership efficacy, namely athletes' satisfaction with coaches' leadership and athletes' perception of sports performance (Gomes et al., 2020). Recently, Gomes et al. (2022) also found optimal leadership profile and leadership favorability to be associated with leadership efficacy, and Lisá et al. (2023) study reinforced the importance of understanding leadership cycles, styles, and antecedent factors in shaping the coach-athlete relationship.

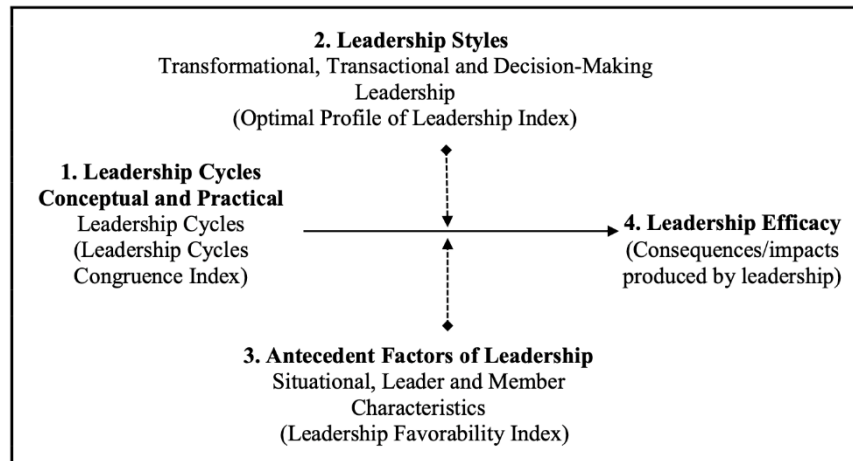


Fig. 1. Leadership Efficacy Model

Although research using LEM has predominantly centered on comprehending leadership efficacy within the sports context, there is a gap in the literature regarding

how the three components of LEM influence outcomes at the organizational level. Organizational research has highlighted the critical role of leadership styles as a primary factor influencing workers' attitudes and behaviors in organizations (Khawaja et al., 2020). Regardless of the sector, various aspects such as organizational commitment (Borde et al., 2024), job satisfaction (Gebreheat et al., 2023), motivation (Xue et al., 2022), organizational citizenship behaviors (Sri Ramalu & Janadari, 2022), and work engagement (Alluhaybi et al., 2023) correlated with different leadership styles. However, despite the potential positive impact of leadership styles on attitudes and behaviors, they can also adversely affect work outcomes, mainly contributing to employees' turnover intentions. Turnover intention refers to a worker's deliberate desire to leave the organization (Tett & Meyer, 1993), representing either an attitudinal orientation or a cognitive manifestation of the worker's decision to depart (Elangovan, 2001). Indeed, turnover intention is a pivotal indicator for organizations and is widely regarded as the most reliable predictor of actual turnover (Griffeth et al., 2000). Voluntary turnover, characterized by employees choosing to end their employment relationship (Dess & Shaw, 2001), presents a significant problem that incurs costs for the organization, as it results in the loss of valuable people but also disrupts the overall organizational functioning (Diko & Saxena, 2023). Therefore, it becomes crucial to gain insights into the factors linked to turnover intentions as part of efforts to reduce voluntary turnover. One of these factors relates to leadership indications that can predict the employees' intentions to stay or leave an organization. Research has focused on studying the impacts of different leadership styles on turnover intention. Namely, transactional leadership has contradictory findings in the literature regarding its relationship with turnover intention, some suggesting transactional leadership can reduce turnover intention by rewarding employees for their efforts (e.g., Mwita et al., 2023), while other studies have proposed a positive association with leaders' use of punitive measures in response to poor performance (Rahmadani et al., 2023). Additionally, research indicates that increased transformational leadership corresponds to a decrease in employees' intentions to leave (Diko & Saxena, 2023; Mwita et al., 2023).

The relationship between turnover intention and leadership can benefit from a comprehensive theoretical understanding that considers, in conjunction, leadership cycles, styles, and antecedent factors. Therefore, the current study integrates turnover intention with the three components of the LEM (Gomes, 2020), examining the influence of leadership cycles, leadership styles, and antecedent factors on turnover intention. To the best of our knowledge, this is the first time that turnover intention is related simultaneously with leaders' beliefs (leadership cycles), leaders' behaviors (leadership styles), and characteristics of leaders, followers, and the situation (antecedent factors of leadership). We formulated the following hypotheses: Higher congruence between the conceptual and practical leadership cycles predicts decreased turnover intention (H1), and this relationship is moderated by leadership styles (H2) and antecedent factors of leadership (H3).

2. Materials and Methods

2.1. Participants

The study included 842 participants (451 females) aged at least 18 and employed. Their ages ranged from 18 to 67 years ($M = 42.2$; $SD = 11.0$), and their length of employment with their organization varied between 1 and 588 months ($M = 155.4$; $SD = 121.3$). Most participants worked in the private sector (91% vs. 9% in the public sector) and in organizations with more than 500 employees (55%). Regarding participants' contact with their immediate leader, 539 (64%) had daily contact, 206 (25%) weekly contact, 32 (4%) monthly contact, seven (1%) bimonthly contact, five (1%) quarterly contact, five (1%) six-monthly contact, seven (1%) annual contact, and 41 (5%) did not answer this question.

2.2. Measures

2.2.1. Leadership Cycles Congruence Index (LCCI)

The LCCI was calculated by using the Leadership Cycles Questionnaire (LCQ; Gomes et al., 2022), which evaluates both the conceptual and practical leadership cycles, distributed by three dimensions: (a) leadership philosophy: leader's beliefs, values, assumptions, attitudes, principles, and priorities that impact the practice and criteria of leadership (5 items, $\alpha_{\text{study}} = .90$); (b) leadership practice: specific behaviors exhibited by leaders to fulfill their leadership philosophy (5 items, $\alpha_{\text{study}} = .91$); and, (c) leadership criteria: personal and professional indicators that assist leaders in evaluating their alignment with the tenets of their leadership philosophy and practice (5 items, $\alpha_{\text{study}} = .91$). Items are answered on a five-point Likert scale (1 = *Never*; 5 = *Always*), being responded twice to capture the conceptual cycle of leadership ("ideal situation") and the practical cycle of leadership ("actual situation"). In this study, the confirmatory factorial analysis indicated good psychometric properties of the instrument ($CFI = .98$, $\chi^2/df = 3.67$, $RMSEA = .057$, $SRMR = .024$).

2.2.2. Optimal Profile of Leadership Index (OPLI)

The OPLI was calculated by using the Multidimensional Scale of Leadership (MSL; Gomes et al., 2021), which assesses leadership styles and behaviors used by leaders, organized into three leadership styles: transformational, transactional, and decision-

making (36 items, 4 per dimension). Transformational leadership includes: (a) vision: leaders' tendency to define an optimistic and challenging future for the team members ($\alpha_{\text{study}} = .94$); (b) inspiration: actions that stimulate the team members' to succeed and continuously dedicate to tasks ($\alpha_{\text{study}} = .90$); (c) instruction: provision of training methods and positive indications for improving team members' skills ($\alpha_{\text{study}} = .89$); (d) individualization: consideration of team members' individual expectations and needs when making decisions ($\alpha_{\text{study}} = .89$) and (e) support: behaviors aimed at stimulating the well-being of team members and establishing genuine and informal personal relationships with team members ($\alpha_{\text{study}} = .85$). Transactional leadership includes two types of behaviors: (f) positive feedback: actions that reinforce and recognize team members' good performance ($\alpha_{\text{study}} = .89$) and (g) negative feedback: express discontent and irritation in response to inappropriate attitudes or behaviors of team members ($\alpha_{\text{study}} = .88$). Finally, decision-making leadership comprises: (h) active management: participation of the leader and team members in decision-making, with higher results indicating a tendency of leaders to decentralize decision-making ($\alpha_{\text{study}} = .88$) and (i) passive management: avoidance or postponement of decision-making and withdrawal from their responsibilities in important situations ($\alpha_{\text{study}} = .84$). The items were answered on a five-point Likert scale (1 = *Never*; 5 = *Always*). In this study, the confirmatory factorial analysis indicated good psychometric properties of the instrument (CFI = .96, $\chi^2/df = 2.60$, RMSEA = .045, SRMR = .051).

2.2.3. Leadership Favorability Index (LFI)

The LFI was calculated by using the Leadership Antecedent Factors Questionnaire (LAFQ; Gomes et al., 2022). The questionnaire included 15 items (1 = *Never*; 5 = *Always*), distributed into three areas: (a) leader characteristics: personal and professional aspects of leaders, capable of positively or negatively impacting their actions (6 items, $\alpha_{\text{study}} = .89$); (b) team member characteristics: personal and professional aspects of team members, capable of positively or negatively impacting the actions of their leaders (6 items, $\alpha_{\text{study}} = .82$); and (c) situational characteristics: contextual factors that can impact the leaders' actions (3 items, $\alpha_{\text{study}} = .72$). In this study, the confirmatory factorial analysis indicated good psychometric properties of the instrument (CFI = .98, $\chi^2/df = 2.53$, RMSEA = .043, SRMR = .034).

2.2.4. Turnover Intention (TI)

The TI was calculated by using the Turnover Intention Scale (Mendes, 2014), which evaluates the participants' intention to leave their current organization. Participants answered 8 statements ($\alpha_{\text{study}} = .91$) in a five-point Likert scale (1 = *Strongly Disagree*; 5 = *Strongly Agree*). In this study, the confirmatory factorial analysis indicated

good psychometric properties of the instrument ($CFI = .97$, $\chi^2/df = 7.70$, $RMSEA = .090$, $SRMR = .039$).

2.3. Procedure

This study was approved by the Ethics Commission (CEICSH 128/2020). The evaluation protocol was distributed using an electronic link among the researchers' network of contacts, which included professionals from various work contexts. The link included a document outlining the study's objectives, the confidential and voluntary nature of the participation, and the informed consent form. Participants who decided to participate in the study were required to sign their informed consent document.

2.4. Data Analysis Strategy

IBM SPSS (version 29.0), AMOS (version 29.0), and PROCESS macro for SPSS (version 4.2) were used as statistical tools. An apriori sample size calculator was used to determine the minimum sample required. For a medium effect size of .20 and a desired power level of .80 (at a probability level of .05), a minimum of 88 participants were recommended (cf. Soper, 2022).

Then, the first step consisted of verifying the statistical assumptions of normality and multicollinearity for the four variables of the study. The normality assumption was tested using Kline's (2015) criteria of skewness $\leq |3|$ and kurtosis $\leq |10|$. The multicollinearity assumption was checked based on the correlations among variables (which should be $< .80$) and VIF (which should be < 5) (cf. Marôco, 2014).

Afterward, we tested the quality of the model fit to the data using confirmatory factor analysis, and the fit of indices included the Comparative Fit Index (CFI), Chi-square Test (χ^2), Root Mean Square Error of Approximation (RMSEA), and Standardized Root Mean Square Residual (SRMR).

Finally, we used two analyses to test the hypotheses. The first hypothesis was tested by using linear regression analysis, establishing the Leadership Cycles Congruence Index (LCCI) as a predictor and turnover intention as an outcome, controlling the variables of gender, age, number of employees, type of organization, seniority in the current organization, and frequency of contact with the manager. The LCQ allowed the calculation of the LCCI, resulting from subtracting the conceptual leadership score from the practical leadership score; negative results were mirrored, so the final variable would only include positive results. Therefore, values closer to 0 indicate higher congruence between actual and ideal leadership cycles. Then, we used the MSL and the LAFQ to test the second and third hypotheses. The MSL allows the calculation of the Optimal Profile of Leadership Index (OPLI), resulting

from calculating a mean score of all instrument subscales, inverting both scores of the negative feedback subscale of transactional leadership and passive management of decision-making leadership. We used the median of results to define two groups of high and low optimal leadership profiles. The LAFQ allows the calculation of the Leadership Favorability Index (LFI), resulting from calculating a mean score of all instrument subscales, with higher values meaning higher leadership favorability. Then, we used the median of the results to define two groups of lower and higher leadership favorability. The LAFQ was used to test the third hypothesis of this study.

3. Results

3.1. Preliminary Analysis and Descriptive Statistics

Descriptive statistics (cf. Table 1) show that participants' average seniority is 13 years; they have worked with their manager for 4.5 years. Globally, participants reported high congruence among leadership cycles (values close to 0 indicate highest congruence) and leadership favorability while reporting moderate levels of the optimal profile of leadership and turnover intention. Based on Kline's (2015) criteria, no severe deviations from normal distribution are observed.

Table 1. Description of the Variables Under Analysis

	Average values		Skewness	Kurtosis
	<i>M (SD)</i>	Min - Max	Value	Value
Age (in years)	42.2 (11.0)	18.0 - 67.0	-0.34	-0.88
Seniority (in months)	155.4 (121.3)	1.0 - 588.0	0.55	-0.70
Seniority of manager (in months)	55.4 (60.8)	0.0 - 408.0	2.16	5.51
Leadership cycles congruence index (LCCI)	0.6 (0.6)	0.0 - 3.7	1.31	2.13
Optimal Profile of Leadership Index (OPLI)	3.7 (0.6)	1.6 - 5.0	-0.42	0.05
Leadership Favorability Index (LFI)	4.2 (0.5)	2.0 - 5.0	-0.44	0.12
Turnover Intention	2.1 (0.9)	1.0 - 5.0	0.46	-0.39

The following step consisted of testing the multicollinearity assumptions and correlations among the main variables of the study (cf Table 2). VIF coefficients indicated that no multicollinearity issues were detected. Pearson's correlations showed that LCCI was significantly and negatively correlated with OPLI and LFI, which means higher leadership congruence (values closer to 0), higher leadership

favorability, and optimal leadership profile. On the other hand, lower values of congruence, optimal profile of leadership, and leadership favorability were associated with higher turnover intention.

Table 2. Correlations Between the Variables Under Study and VIF Results

	1	2	3
1. LCCI: Leadership Cycles Congruence Index	2.28		
2. OPLI: Optimal Profile of Leadership Index	-.62**	1.69	
3. LFI: Leadership Favorability Index	-.51**	.72**	2.06
4. Turnover Intention	.32**	-.46**	-.38**

Note. * $p < .05$; ** $p < .01$; *** $p < .001$.

3.2. Leadership Cycles

To test Hypothesis 1, a hierarchical linear regression analysis was performed. Control variables (gender, age, number of employees, type of organization, seniority in the current organization, and frequency of contact with the manager) were included in the first block, and the LCCI, the independent variable, was introduced in block two. The variable to be explained was turnover intention (dependent variable). The regression results indicated that a significant model could be verified in the first block, $R^2 = .08$, $F(6, 749) = 10.06$, $p < .001$, explaining 7.5% of the variance in turnover intention. In model 2, $R^2 = .18$, $F(7, 748) = 22.53$, $p < .001$, LCCI had a significant effect on turnover intention ($b = 0.50$, $SE = 0.05$, $\beta = .32$, $t = 9.50$, $p < .001$, 95% CI [.39, .60]) and could explain 17.4% of the total variance. Including LCCI resulted in a significant increase in the explained variance of the model, which indicates that it is a relevant factor in predicting turnover intention. This provides evidence to support H1, confirming that the congruence between the conceptual and the practical cycles of leadership is associated with lower turnover intention.

3.3. Leadership Styles and Antecedent Factors

The SPSS plug-in PROCESS (Model 1) version 4.2 applying the 5000-bootstrap sampling with 95% confidence intervals (Hays, 2018) was used to test the moderating role of leadership styles and antecedent factors of leadership in the relationship between leadership cycles and turnover intention (Hypothesis 2 e 3).

Regarding Hypothesis 2, the results of the moderating effect of leadership styles using the OPLI are in Table 3. As the model presents, the interaction term of LCCI x OPLI shows a positive and significant effect on turnover intention. Specifically, this effect is significant in cases where OPLI is higher than 3.806, while this effect

disappears when OPLI is low or medium. Therefore, it can be concluded that the OPLI only moderates the relationship between leadership cycles and turnover intention when OPLI is high, which lends support to H2.

Table 3. Moderation Results: Hypothesis 2

R	R²	MSE	F	df1	df2	p
.469	.220	.585	73.951	3.000	789.000	<.001
Model						
	b	SE	t	p	LLCI	ULCI
Constant	4.488	.254	17.697	.000	3.990	4.986
LCCI	-0.534	.254	-2.495	.013	-0.954	-0.114
OPLI	-0.646	.062	-10.372	.000	-0.769	-0.524
LCCI x OPLI	0.199	.063	3.181	.002	0.076	0.323
Condiciona l Effect						
OPLI	Effect	SE	t	p	LLCI	ULCI
3.083	.081	.062	1.313	.190	-.040	.203
3.806	.225	.069	3.245	.001	.089	.362
4.417	.347	.094	3.689	<.001	.162	.532

Concerning Hypothesis 3, the LFI was used to examine the moderating role of the antecedent factors. The results presented in Table 4 revealed that the interaction between LCCI and LFI did not significantly affect turnover intention. This implies that LFI, as a moderator, did not influence the relationship between leadership cycles and turnover intention, resulting in a lack of support for H3.

Table 4. Moderation Results: Hypothesis 3

R	R²	MSE	F	df1	df2	p
.405	.164	.625	51.963	3.000	794.000	<.001
Model						
	b	SE	t	p	LLCI	ULCI
Constant	4.400	.362	12.160	<.001	3.690	5.110
LCCI	-0.367	.408	-0.900	.969	-1.168	-0.434
LFI	-0.576	.083	-6.979	.000	-0.738	-0.414
LCCI x LFI	0.164	.103	1.594	.111	-0.038	0.365

As there was no evidence to support this hypothesis, an independent sample t-test was conducted to determine if there were any differences in turnover intention based on the LFI scores. To conduct this analysis, we used the median LFI score ($Md = 4.20$) to divide the participants into two groups: the group with the lowest

favorability (≤ 4.20) and the group with the highest favorability (> 4.20). Results demonstrate that the group with the lowest favorability had a higher average value in turnover intention ($M = 2.4, SD = 0.8$) than the group with the highest favorability [$(M = 1.8, SD = 0.8), t(831) = 10.77, p < .001, g = 0.75$].

4. Discussion

The main aim of this study was to investigate the relationship between turnover intention and leadership within LEM framework. This study attempts to fill the literature gap by bringing together three factors of leadership (leadership cycles, leadership styles, and antecedent factors of leadership) that were related to turnover intention. Understanding the factors influencing employees' intentions to leave their jobs is crucial for organizations.

Firstly, as hypothesized, a negative relationship was found between the congruence of leadership cycles and turnover intention, meaning that when employees perceive congruence between what leaders believe about their leadership (conceptual cycle) and what leaders effectively do when leading team members (practical cycle), their intention to leave decreases. This is a novel finding in organizational contexts, although some studies in sports contexts have suggested that the congruence between the conceptual and practical cycles results in higher leadership efficacy (Gomes et al., 2020). In organizational contexts, previous studies produced evidence which suggests that different factors may be related to the intention of employees to leave their companies, namely job satisfaction (Ladelsky & Lee, 2023), work motivation (Li et al., 2022), organizational support (Jing & Yan, 2022), work-life balance (Ahmad Saufi et al., 2023), organizational justice (Su et al., 2023), and work stress (Salama et al., 2022). The current research findings now provide evidence supporting the relationship between leadership beliefs and behavior and turnover intention.

Secondly, our study also investigated the moderating effects of leadership styles and antecedent factors of leadership on the relationship between leadership cycles and turnover intention. The results supported the second hypothesis (H2), which posited a moderating role of leadership styles between leadership cycles and turnover intention. It was verified that using higher levels of positive behaviors (measured by the OPLI) contributed to explaining how leadership can decrease turnover intention. In practical terms, positive leadership behaviors (higher levels of transformational leadership, positive feedback from transactional leadership, and active management, and lower levels of negative feedback from transactional leadership and passive management of decision-making leadership) are negatively related to the intention to leave organizations. In organizational contexts, research suggests that leadership styles are related to motivation (Xue et al., 2022), job satisfaction (Shi et al., 2024), work engagement (Alluhaybi et al., 2023), and organizational

commitment (Borde et al., 2024). The current research findings now provide evidence supporting the relationship between leadership styles and turnover intention.

The third hypothesis (H3) proposed that the antecedent factors of leadership moderated the relationship between leadership cycles and turnover intention, but the results did not support this hypothesis. Nevertheless, antecedent factors of leadership should be considered when understanding turnover intention. This is supported by additional findings from the current study, which indicated that participants who perceived higher favorability in their work activities exhibited lower turnover intention than those who perceived lower favorability. The non-confirmation of H3 can be related to the fact that the distribution of responses in the LFI was not sufficiently discriminatory to create two groups that attributed unfavorable and favorable conditions to their work. In other words, the two groups of LFI corresponded to participants who considered the antecedent factors of leadership as "good" and another group who considered these factors "very good/exceptional". Thus, distribution scores for lower and higher LFI were biased to positive values of "high" and "very high", leading to a ceiling effect, so the group with the lowest favorability did not represent an unfavorable condition for leadership but rather a less positive one. Since the results showed two groups within the favorable category, moderation was not observed, as noted in a previous study by Gomes et al. (2022) using LEM. Future research should continue testing H3 using a more balanced distribution of scores for both lower and higher LFI.

The current study has some limitations that offer opportunities for further research. Firstly, using self-reported measures can lead to potential common method bias. However, it is important to note that the key variables of the study refer to employees' perceptions of their leaders and turnover intentions, and self-reported measures are appropriate to evaluate one's perceptions. Nevertheless, future research must replicate these findings using different methods, considering the addition of objective measures, notably for registration data on turnover. Secondly, another limitation derived from the cross-sectional research design is that it does not allow drawing causal inferences about the observed relationships. Thus, this study provides an encouraging point of departure for a longitudinal research design. Lastly, this study is limited in using a convenience sample for data collection. Future studies should use a random selection strategy for the sample.

In sum, the findings of this study have some implications for researchers and organizations, contributing to the promotion of occupational health and safety. The results of our study provide an empirical basis for the LEM, supporting the premise that leaders can improve the impact of their actions if they first define in a clear way how to exert leadership (conceptual cycle of leadership) and then act accordingly to the established ideas (practical cycle of leadership). Also, our data indicates that leaders can benefit from using positive leadership behaviors related to transformational leadership, transactional leadership (positive feedback), and decision-making leadership (active management). Thus, having clear ideas on how to assume leadership and then transmit and concretize the ideas using positive behaviors can decrease turnover intention from subordinates, which has been identified as important

for fostering occupational health and a safer work environment (e.g., Fadhel & Alqurs, 2025). Although not fully supported, leaders should also articulate their leadership ideas according to the circumstances surrounding their activity, namely their characteristics, their followers' characteristics, and the situation's characteristics. The use of this favorable profile of leadership certainly challenges the way leaders exert influence on followers, meaning that they may need specialized training to learn how to define linear cycles of leadership, how to assume positive leadership behaviors, and how to "calibrate" leadership according to antecedent factors of leadership. This specialized training is also a major challenge for organizations that should articulate organizational culture and strategic goals with the transmitted leadership daily, meaning that leaders and followers should know how organizational policies and leadership come together for all benefits. This specialized training presents a major challenge for organizations, as it requires aligning organizational culture and strategic goals with daily leadership practices. This means that leaders and followers must understand how organizational policies and leadership work together for the benefit of all.

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