

EconWorld2014@Prague

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# The Effect of Participative Leadership on Turnover Intentions

Alev Sökmen<sup>1</sup>, Alptekin Sökmen<sup>2</sup><sup>1</sup>Baskent University, Turkey<sup>2</sup>Gazi University, Turkey

## ABSTRACT

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Leadership style is very important factor in today's chaotic work settings. The participative leadership is one of the effective tools for managers to conduct employees to reach organizational goals and objectives. House (1996, p.327) defines participative leader behavior as "the behavior directed toward encouragement of subordinate influence on decision making and work unit operations and consulting with subordinates and taking their opinions and suggestions into account when making decisions". On the other hand, turnover intentions have been an important bridge between macro strategies and micro behavior in organizations (Holtom, 2008). Barrick and Zimmerman (2005) found that selfconfidence and decisiveness were negatively associated with turnover. The cost of turnover is a great financial burden for companies. Managers try to find ways to keep successful employees in their organizations. Participative leader behavior is a one effective tool to decrease turnover intent of an employee. Some researchers (Bass, 1998; Griffith, 2004) claimed that transformational leadership can prevent turnover behavior by providing employees positive emotions toward their managers or leaders. Thus, we expect that participative leadership will have positive effect on the decrease of employee's turnover intentions. In other words, as employees perceive a participative leader behavior in work settings, they will tend to stay in that organization. Our research hypothesis will be as follows: H1: The participative leader behavior will be negatively related to employee turnover intentions. Thus, this study re-examines the relationship between participative leader behavior and turnover intentions in a sample of 150 employees from telecommunication industry.

**KEYWORDS** Leadership; participative leadership; turnover intentions

**JEL** M10, M12, M19