

**An investigation of the relationship of leadership and employees' engagement
and turnover intention
--Emotional intelligence and tenure as moderators**

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ABSTRACT

An investigation of the relationship of leadership and employees' engagement and turnover intention

--Emotional intelligence and tenure as moderators

Jing Cai

The paper intends to investigate the impact of two types of leadership style (transformational leadership and transactional leadership) on employees' engagement as well as employee's turnover intention. Specifically, it builds link while introduces two moderating variables, emotional intelligence (EI) and employees' tenure in the meantime to the investigation of leadership effectiveness. Whether leaders' EI and employees' tenure have the impact to strengthen or weaken certain leadership styles on employees' engagement and turnover intention will be examined in the paper. The data were collected from one middle-sized enterprise in China, including 325 valid responses. Data results demonstrate that only transactional leadership style influences employee turnover intention and employee's tenure moderates effect of transactional leadership style on employees' outcomes but there was no significant effect of EI of leaders on two employee outcomes . Since the data mainly came from China, the paper integrates cross cultural theories and leadership practices in Chinese enterprises, discussions and implications of the research findings are offered.

Key words: transformational leadership style, transactional leadership style, employee engagement, turnover intention, emotional intelligence, tenure

DEDICATION

This manuscript is lovingly dedicated to my parents. Their support, encouragement and constant love have sustained me throughout my life.

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1. Introduction

Bass (2008) once argued that “in industrial, educational, and military settings, and in social movements, leadership plays a critical, if not the most critical role, and is therefore an important subject for study and research.” The importance of leadership is plain, if left unstated.

The appropriate application of suitable leadership style is important for any business leader. Much related research has demonstrated a growing interest on the impact of transformational leadership style and/or transactional leadership style on workers’ outcomes.

Numerous studies confirm distinct advantages of both transactional leadership and transformational leadership associated with such outcome variables as organizational justice (Chiang and Jang, 2008; Pillai , 1999), trust (Chiang and Jang, 2008), organizational commitment (Chiang and Jang, 2008; Uen et al., 2012).

The few studies that examine the very two important indicators of employees’ outcomes, evaluating of ‘staff’s attitudes’. Can these two types of leadership styles be reflected in staff attitudes? As two important indicators of the evaluation of staff attitudes, employee's engagement and turnover intention are regarded as the outcome variables in numerous studies in leadership therefore relates to the aforementioned leadership styles. Since organizations are increasingly concerned about retaining human talent and enhancing level of employee engagement. Exploring the method to strengthen employees’ engagement and weaken their turnover intention becomes important.

Some scholars have recently led to the introduction of emotional intelligence (EI) into the leadership research. Leaders of different levels of emotional intelligence behave differently and the effect will be also reflected in the attitude of the staff, resulting in differences in employees’ outcomes, especially their willingness to be retained in the companies.

Employees’ tenure is another substantial factor in affecting the employees’ attitudes towards their leaders, especially under transactional leaders. With the work-reward exchange leadership style, new employees might adapt themselves to the new

operational mechanism in the working environment and longer-tenured employees might more get used to the straightforward transactional leadership style instead of more incentive transformational leadership style. To date, research has not been undertaken systematically to consider the potential moderating role of employee tenure in the employee's engagement and turnover intention relation for different leadership styles.

Therefore, in order to conduct a detailed study of business leaders and leadership processes, both the main effects and interactions of leadership styles on employees' engagement and turnover intention and moderation of emotional intelligence and employees' tenure are worth studying. Exploring the relationship, is to help clarify the various internal relations among leadership style, supervisors' emotional intelligence, employees' tenure and employees' engagement and turnover intention, and also to help business leaders cultivate or change leadership style if necessary, and focus on training and practicing leadership process to improve the level of emotional intelligence, thus ultimately achieving better leadership results.

Meanwhile since the data will be collected from Chinese enterprise, it is of great significance for Chinese organizations to be aware of the different outcomes resulting from different leadership styles. Considering both leadership styles may enhance different effects in different cultural contexts, hence, to make up for a more comprehensive thesis, cultural factors will be discussed in the study.

2. Literature review

2.1 Evolution of leadership theories

Leadership theory has been one of the conventional issues in management field. The paper intends to investigate the two leadership style, transformational leadership and transactional leadership, which are considered more effective at influencing others (Lee et al., 2011). However Rome or Great Wall was not built in one day, the theories

of leadership is also not accomplished at one stroke. To better understand the essence of transformational and transactional leadership styles, a comprehensive summary of major leadership theories is necessary.

Leadership theories originated from the Great Man Theory in the 19th century and popularized in the 1840s by commentator and historian Thomas Carlyle(1840). For the reason that leadership is always associated with a particular leader,originally people understand leadership at the individual level,that is,from individual leaders.

The Great Man Theory argues that leaders are born with certain characteristics which predispose them to leadership positions. Leaders were perceived as heroic,even mythic,men who were destined to become great leaders when needed.

After the Great Man theory, leadership theory evolved to a more defined stage. Broadly speaking,the leadership theories experience three periods,which are Trait Theory, Behavioral Theory and Contingency Theory. These theories are not absolute mutual repulsive in terms of the time period.

The Trait Theory inherits the Great Man Theory to a large extent. Influenced by Carlyle, Francis Galton(1869) in *Hereditary Genius* took this idea further. Galton found that leadership was a unique property of extraordinary individuals, and suggested that the traits which leaders possessed were immutable and could not be developed. Throughout the early 1900s, the study of leadership focused on traits. Cowley (1931) commented that the approach to the research of leadership has usually been and should always be through the study of traits (Cowley, 1931). The Trait Theory believes that people are either born or are made with certain traits that will make them excel in leadership roles. For instance,Trait Theory argues that people who are intelligent, creative,handsome are expected to be qualified leaders. This trait perspective of leadership was widely accepted until the late 1940s and early 1950s, when researchers began to deem personality traits insufficient in predicting leader effectiveness (Stogdill, 1948; Mann, 1959).

The behavioral theories offer a new perspective, one that focuses on the behaviors of the leaders as opposed to their mental, physical or social characteristics,which means behavioral theory emphasizes external behaviors rather than inherent characteristics.

The behavioral theory focuses on two dimensions of leadership: people-oriented leader and production-oriented leader. Thus, with the evolution in psycho-metrics, researchers are getting the hang of measuring relationship of specific human behaviors from leaders. The managerial grid was first developed by Blake and Mouton.(1964)

For the reason that the aforementioned theories ignore the effect which caused by certain situations,Contingency Theory was first established by researchers at Ohio State University. They administered extensive questionnaires measuring a range of possible leader behaviors in various organizational contexts. The theory states that there is no best style of leadership. Instead, a leader's effectiveness is based on the situation. To be specific, the theory contends that there is no one best way of leading and that a leadership style that is effective in some situations may not be successful in others. There is no fixed, unchangeable and best leadership style. It depends on different situational forces. Fred Fielder (1964)advanced the first theory using the contingency approach, the contingency theory of effectiveness. There are some criticisms of the Fiedler Contingency Model. One of the biggest is lack of flexibility. Fiedler believed that because our natural leadership style is fixed, the most effective way to handle situations is to change the leader. He didn't allow for flexibility in leaders.

In the late 1970s, researches of leadership are no longer limited upon individual characteristics. Consideration of leadership is related to interactions between group members and the leader. This consideration has contributed a lot to the contemporary study of leadership. Researchers start from different perspectives and conduct many empirical studies. On the basis of the traditional leadership theory, Bass establishes a new theory of leadership creating a new paradigm of leadership studies. He divides leadership style into two categories: transactional leadership and transformational leadership. Transactional leadership focuses on the basic management process of controlling, organizing, and short-term planning while transformational leadership changes follower's attitudes,beliefs and motivates them to achieve performance beyond expectations.(Bass 1985) And since they take different starting points,various

leadership are emerged, such as visionary leadership, exemplary leadership etc. All these kinds of leadership styles are referred as transformational leadership.

Many traditional leadership theories are limited because they focus primarily on the qualities of leaders and have ignored the importance of followers in the leadership process. Antonakis(2004) pointed previous paradigms of leadership were mainly traditional; that is, they were focused on the mutual satisfaction of transactional (i.e., social exchange) obligations. Bass(1985) believed that a different form of leadership was required to account for follower outcomes centered on a sense of purpose and an idealized mission. He referred to this type of leadership as transformational leadership. Bass (1985) formally proposed the transactional and transformational theory, extracting from behavioral theory and contingency theory, also is a combination of motivation theory and leadership motivation theory, with its necessary expansion, it becomes a great theoretical progress in leadership theory. Since the proposed transactional leadership and transformational leadership concept, researchers will begin to explore the relationship between leadership behavior and employees' engagement and turnover intention between and thus more in-depth study of antecedent factors that affect employee outcomes.

2.2 Transactional leadership style

Earlier than transformational leadership, in fact, transactional leadership has existed long before, although people certainly haven't referred to it as such. Punishment and reward motivate people and this underpins transactional leadership theories.

Transactional leadership is described as motivating employees primarily through contingent reward-based exchanges, management by exception (Burns, 1978).

Transactional leaders regard leadership concentrate on clarifying expectations, setting goals and limits, and rewarding good performance (Bass, 1985). Transactional leadership emphasizes on cost benefit, where the exchange of commodities (e.g., rewards) and doing job based on task roles and requirements have been a main

instrument to achieve organizational and job goals. Bass (1991) includes three dimensions: contingent reward, management-by-exception (positive) and laissez-faire. Contingent reward relates goal with rewards, clarifying expectations, providing necessary resources, setting mutually agreed upon goals, and providing various kinds of rewards for successful performance. Bass (1985) emphasized that by providing contingent rewards, a transactional leader might inspire a reasonable degree of involvement, loyalty, commitment and performance from subordinates. Management-by-exception (positive) refers the degree to which the leader takes corrective action on the basis of results of leader–follower transactions (Judge & Piccolo,2004) When leaders engage in active management by exception, they monitor the performance of their followers in order to detect poor performance or deviations from standards so they can take corrective action. The leader actively searches for mistakes or errors in order to catch and correct them. Laissez- faire style is defined by Luthans (2005) as “abdicates responsibilities avoids making decisions” (p.562). Leader provides an environment where the subordinates get opportunities to make decisions. Laissez- faire is uninvolved in the work of the unit and leaders only wait to intervene until something wrong called to their attention. It’s difficult to defend this leadership style unless the leader’s subordinates are expert and well-motivated specialists.

2.3 Transformational leadership style

While transactional leaders tend to be involved in the process of benefit exchange, transformational leaders are more humanistic and flexible. Transformational leadership is defined as leaders who understand the employees’ needs and wishes and develop followers’ full potentials, moralities and motivation. Thus he or she can successfully contribute to their personal growth and advancement.(Bass,1985) Transformational leaders stimulate followers to achieve extraordinary results by providing both methods and understanding (Gumusluoglu & Ilsev,2009). They align

the objectives and goals of individual followers with the larger organization (Bass & Riggio, 2006) and provide the followers with support, mentoring, and coaching.

According to Bass (1985) transformational leadership includes four key concepts: idealized influence, inspiration, individualized consideration and intellectual stimulation. Idealized influence is shown by leaders who act as role models, create a sense of identification with a shared vision, and instill pride and faith in followers by overcoming obstacles. Inspiration is defined as inspiring and empowering followers to enthusiastically accept and pursue challenging goals and a mission. Individualized consideration consists of behaviors such as communicating personal respect to followers by giving them specialized attention, by treating each one individually, and by recognizing each one's unique needs. Intellectual stimulation is often viewed as a leader who cares about intelligence, rationality, logic and careful problem solving in organizations (Dionne et al., 2004). Leaders implement this approach through stimulating followers to reexamine traditional ways of doing things, use of reasons before taking actions and encourage them to try novel and creative approaches.

2.4 Employee engagement

According to Kahn (1990), employee engagement is conceptualized as psychological presence for the organizational role. To be more specific, Schaufeli and his colleagues (2006) describe work engagement as “a positive, fulfilling work-related state of mind that is characterized by vigor, dedication, and absorption”. Vigor is characterized by high levels of energy, mental resilience while working, persistence when faced with difficulties, and a willingness to invest effort in one's work. Dedication refers to a sense of inspiration, pride, significance, enthusiasm, and challenge at work.

Absorption is being happy, fully concentrated, and deeply engrossed in one's work, with trouble detaching from work (Schaufeli et al., 2002). Some researchers consider employees' engagement as antithesis of burnout. (Maslach & Leiter 1997, Schaufeli et al. 2002) Like the side effect of burnout, employees' disengagement leaves

organization a big problem. Much research attention has come to work engagement due to the realization that most employees remain disengaged and therefore performing much below their potential (Bates,2004)

The antecedents of engagement are located in conditions under which people work, and the consequences are thought to be of value to organizational effectiveness (Erickson, 2005). For example, Saks (2006) pointed that employee engagement leads to job satisfaction, organizational commitment, and organizational citizenship behavior. Therefore, it is of significance to explore the potential predictors of employees' engagement and the study would examine the effect of different leadership styles on employees' engagement.

2.5 Turnover intention

Retaining talent is now becoming more critical in a world where the organization's human capabilities are increasingly the key source of competitive advantage (Pfeffer, 2005). To better understanding turnover causes and how to control them will likely remain a primary concern .

Cotton and Turtle (1986) conceptualized turnover intention as an individual's perceived probability of staying or leaving an employing organization. Dollar and Broach (2006) pointed turnover intention can be very simply defined as a person's stated intention to leave the organization within some specific time period. Schyns et al.(2007) consider that turnover intention is a workplace phenomenon that must be prevented as far as possible because it is connected with costs resulting from, for example, the recruiting and selecting of new employees or failure costs that can occur during the initial period. The intention to leave is one of best predictions of actual turnover. According to Theory of Reasoned Action (Ajzen & Fishbein, 1980; Fishbein & Ajzen, 1975) to figure out employees' turnover intention is meaningful for that adequate prediction of intention and behavior encompass one's cognition and judgments (Ajzen, 1991). Among the predictors, turnover intention has been found to

be highly correlated with and a precursor to resignations. Therefore, employee's intent to leave has been the focus of substantial research in applied psychology, with intent conceptualized as a precursor to actual turnover (Van Breukelen et al., 2004).

Many potential factors have been identified as possible influences on levels of staff turnover. These factors include staff characteristics such as gender, age and education of employees, (Allen et al., 1990; Baumeister and Zaharia, 1987). Organizational factors are also accounted for the actual turnover, such as low pay (Baumeister and Zaharia, 1987; Felce et al., 1993), lack of support from supervisors and management (Felce, 1993; Razza, 1993), local economic conditions (Baumeister and Zaharia, 1987) and user characteristics (George and Baumeister, 1981) have also been implicated in high staff turnover. Hence, turnover intention is not the sort of attitudes that should be allowed to fester among employees for too long within an organization.

Justification for studying turnover intention and its antecedents is that it could serve as a proactive approach to prevent the adverse consequences to avoid the possible losses and tackling likely turnover related problems in an organization.

2.6 Emotional intelligence

Salovey and Mayer (1990) first proposed a systematic theory of Emotional Intelligence (EI) as an intelligence or ability. They first formally identified the term EI and defined it as "the subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions". Their model focuses on "the interplay of emotion and intelligence" (Mayer et al., 2000, p. 399). Emotional intelligence is defined as the ability to identify, use, understand, and manage one's emotions can lead to better problem-solving skills in one's emotional life. High emotional intelligence makes work efficient and pleasant (Goleman, 1998).

George (2000) also believes that emotional intelligence taps into the extent to which people's cognitive and capabilities are informed by emotions and the extent to which

emotions are cognitively managed. According to Romanelli (2006), emotional intelligence is the set of skills people use to read, understand, and react effectively to emotional signals sent by others and by oneself. These are skills such as empathy, problem-solving, optimism, and self-awareness, which allow people to reflect, react to, and understand various environmental situations. In simpler terms, emotional intelligence is the ability to perceive, understand, and manage one's emotions. Some researchers claim that "emotional intelligence is synonymous with good leadership." Some have claimed that "for those in leadership positions, emotional intelligence skills account for close to 90 percent of what distinguishes outstanding leaders from those judged as average" (Kemper, 1999, p. 16). The crucial role of EI has been widely recognized as an important variable in understanding employees' attitudes and behaviors. (Vakola et al.,2004; Barling al.,2000; Brown&Moshavi,2005) Recently, it was argued that "leadership theory and research have not adequately considered how leaders' moods and emotions influence their effectiveness as leaders" (George, 2000, p. 1028).

Although some have taken the positive findings as proof that EI might related to transformational leadership (Daus & Ashkanasy, 2005), still only a few empirical studies have clearly examined the role of emotional intelligence in leadership outcomes.

2.7 Tenure

Organizational tenure, referring to the length of time that an individual employee has worked for the organization (Wang et al., 2012).With regard to its importance, Montepare and Zebrowitz (1998) mentioned organizational tenure as well as employee age is one of the most common factors that social systems use to discriminate and differentiate among their members (Montepare & Zebrowitz, 1998). Wright and Bonett (1997) proposed that more tenured workers may increasingly become more burned out and less motivated. One potential consequence is that

although many of these more experienced (and typically older) employees may espouse loyalty to the organization, in point of fact they may merely "go through the motions" regarding job performance until they retire (Rosen & Jerdee, 1976, p. 432).

Unfortunately, to date, research has not been undertaken to systematically consider the potential moderating role of employee tenure in the leadership relation for employees engagement and turnover intention. Since the exploration of tenure comes from a special perspective of leadership, the tenure in this paper is merely referred to the time period which employees work with his/her present employer. A relative logical explanation and suggested resolution for these conclusions of research will be presented.

2.8 Cultural differences

Cultural differences may influence the role of leadership styles in resulting employee outcomes. Multicultural comparative research has designated Chinese culture as a typical collectivism culture (Hofstede, 1991). Moreover, according to Hofstede, Chinese culture has much higher ratings than Western cultures on power distance, a cultural dimension reflecting the extent to which the less powerful members of a society expect and accept that power is distributed unequally. Power distance in terms of leadership field, Chinese subordinates always regard their supervisors as those people who are completely different and supervisors may also view themselves more superior than employees even if not in the working places. The relationship between Chinese leaders and employees are somehow tricky therefore leadership styles lead to entirely different employee outcomes compared with westerners.

In addition, Jialin Xie (1996) pointed that essential aspects of the Confucian heritage—the Five Cardinal Relations (wu lun) and the Rules of Correct Behavior (li)—emphasize the respect for hierarchic order and age (Bond & Hwang, 1986). Specifically, Confucianism sets out three principles of interpersonal relationships and obligations, one of these is that a superior has more rights than a subordinate. In other

words, Chinese traditional values reinforce the subservience of subordinates and their dependence on superiors (Laaksonen, 1988).

Therefore, the paper will also briefly integrate culture factors in examining the relationship between leadership styles and employee engagement and turnover intention.

3. Overview and hypothesis

3.1 Transformational/Transactional Leadership Style Versus Employee

Engagement

Little empirical research predicts the factor of employee engagement, but according to Kahn (1990), it is possible to explore some potential antecedents.

Kahn (1990) found that there were three psychological conditions associated with employees' engagement at work, that is meaningfulness, safety, and availability. It is reasonable to assume that the more meaningful the work is, the more engaged the employees are. Also, the availability of job also promotes employees' engagement in the job. That is to say, when employees get larger empowerment from their employers, they might feel more unrestrained to do their work, which leads to a higher satisfaction and delight and ultimately results to a deep engagement as outcome.

In addition, whether mental state is safe enough or not is decisive for the degree of employees' engagement. Psychological safety is an important condition which makes employees feel free to release energy and therefore getting engaged into their work.

An important aspect of safety stems from the amount of care and support employees' perceive to be provided by their organization as well as their direct supervisor. May et al. (2004) also found that supportive supervisor relations was positively related to psychological safety.

Transformational leaders are leaders who motivate their followers to perform beyond expectations by activating followers' high order needs, fostering a climate of trust,

and inducing followers to sacrifice self-interest for the sake of the organization. Because they are more humane and flexible, they may likely to assure their employees a higher degree of psychological safety. By the means of idealizing influencing attributes/behavior, inspiring employee motivation, and encouraging intellectual and individual stimulation (Avolio and Bass, 2004; Bass and Avolio, 1990)

Transformational leader provide employees psychological safety to a large extent and allow subordinates to experience and to try new things and even fail without fear of the consequences (Kahn, 1990). Therefore, employees feel safe for the reason that leaders offer them an open and supportive environment and is consistent with their engagement.

Engagement was also defined as being the opposite of burnout (Maslach et al., 2001) Engagement is described as a positive antithesis of burnout for that burnout involves the erosion of engagement with one's job (Maslach et al., 2001). There are six areas of work-life lead to burnout and engagement: workload, control, rewards and recognition, community and social support, perceived fairness, and values. (Maslach et al., 2001) Job engagement is associated with a sustainable workload, feelings of choice and control, appropriate recognition and reward, a supportive work community, fairness and justice, and meaningful and valued work.

Transactional leaders rewards subordinates who meet agreed-upon performance standards (Ravichandran et al., 2007). Bass (1985) describes transactional leaders focus on clarifying roles and guiding subordinates to achieve goals based on rewards. Leaders might use compensation methods to enhance employees' outcomes by rewarding subordinates who demonstrate high performance (Burns, 1978). They give their followers rewards and recognition after gaining expected work outcomes and made their followers believe that their jobs are meaningful and their work would be valued properly.

Thus, it is proposed that

H1 : Leaders' transformational leadership style will be positively related to employees' engagement.

H2 : Leaders' transactional leadership style will be positively related to employees' engagement.

3.2 Transformational/Transactional Leadership Style Versus Turnover Intention

Previous research has shown that the turnover is commonly explained by a broad range of antecedents. Among them, job satisfaction is commonly thought to be a key factor in turnover and has been examined in a number of studies . (March & Simon, 1958; Mobley et al., 1979).Other variables, such as burnout, stress, organizational culture, organizational climate, and organizational commitment, have also been widely used to understand and explain turnover among employees. (Maertz et al., 2007).

Research has also indicated that employee dissatisfaction with work group experiences, including leaders' styles , directly contributes to their turnover intentions (Brannon *et al.*, 2007; Hwang and Kuo,2006; Samad, 2006; Loi *et al.*, 2006; Bigliardi *et al.*, 2005; Chen and Silverthorne,2005; Peterson, 2004; Abraham, 1999; Sims and Kroeck, 1994). Because work group diversity may enhance conflict among work group members, turnover intentions among affected work group members may rise (Brannon *et al.*, 2007).

It is evidenced that leadership style may consequently affect employees' turnover intention. Transformational leaders, with their vision and sense of mission exhibit charm and care towards their employees. These personal qualities can earn the respect and trust of subordinates, inspiring subordinates' internal motivation and enhancing their sense of satisfaction on their job and consequently lower their turnover intention. Transactional leaders see leader-subordinate relations as a series of exchanges between leaders and followers. From the perspective of social exchange theory(Cropanzano and Mictchell, 2005). Rules of exchange usually involve reciprocity or repayment ,when individuals receive economic and resources from

their organization, they feel obliged to repay the organization (Cropanzano and Mitchell, 2005). One way for individuals to repay their organization is through lower their level of turnover intention. Each employee is valuable to the organization, and turnover intention is highly correlated with resignations. Resignations disrupt overall organizational effectiveness and increase expenses. Employees will choose to not to leave organization and get more engaged to respond resources and benefits provided by their organization.

Thus, it is proposed that

H3 : Leaders' transformational leadership style will be negatively related to employee turnover intention.

H4 : Leaders' transactional leadership style will be negatively related to employee turnover intention.

3.3 Transformational/Trsanctional Leadership Style Versus Leaders' Emotional Intelligence

The paper proposes that emotional intelligence may play a particularly important role in relationship between two leadership styles and employee outcomes. Four aspects of emotional intelligence described above, appraisal and expression of emotion, use of emotion to enhance cognitive processing and decision making, knowledge about emotions, and management of emotions are considered to contribute to effective leadership.

Emotional intelligence may benefit leaders in developing a compelling vision for their subordinates and organizations in a number of ways. First, leaders who are high on emotional intelligence get a good command of their own emotions and also will be better to take advantage of and use their positive moods and emotions to affect their

employees and consequently contribute to improvements in their organizational functioning. Besides, leaders of higher emotional intelligence may accurately appraise their followers, and use their knowledge of emotions to understand why they feel this way, and also influence followers' emotions so that they are receptive to and supportive of leaders' goals.

Emotional intelligence demonstrates competencies such as self-confidence, self-awareness, transparency, and empathy is assumed to relate with transformational leadership. Sosik and Megarian (1999) suggested several aspects of EI that would facilitate transformational leadership. First, empathy may be necessary for transformational leaders who display individual consideration to followers. Second, emotion management may promote positive affect and confidence in followers expressing and generating new ideas. Third, those skilled at emotional management are also those more likely to put the needs of others ahead of their own personal needs. George (2000) argued that emotional appeals may be used by transformational leaders for inspirational motivation.

Leaders of higher emotional intelligence adopting transformational leadership would show higher capabilities and flexibilities in dealing with the demands of subordinates compared with leaders of lower emotional intelligence for that the latter leaders may not even understand the actual needs and desire of their employees.

Emotional intelligence is a powerful skill rather than a basic attribute for those transformational leaders in influencing their subordinates. As long as employees realize that their leaders are of high emotional intelligence, they would hold opinion that their leaders are more compelling and their psychological status tend to be more secure and as aforementioned enhancing work engagement.

Likewise, transformational leaders of higher emotional intelligence have a natural sense of closeness, they accurately manipulate their emotions and carefully maintain subordinates' good emotions. It is very likely to make employees feel comfortable with them and hence enhance their job satisfaction and lower turnover intention.

While there are less research supporting hypotheses concerning the relationship of transactional and leadership with EI, it has been suggested that to provide the

effective and equitable exchanges characteristic of contingent reward behaviors, leaders better have abilities and traits associated with elevated EI (Barling et al., 2000). Since active management-by-exception behaviors reflect reactive and routine leadership behaviors that require no insight or empathy, it is not expected that there would be any relationship with EI (Barling et al., 2000). With higher emotional intelligence, transactional leaders might appropriately emphasize the exchange relationship between leaders and followers and focus on explaining and setting goals and providing both rewards and punishments.

Followers perceive the exchange as a more acceptable and comfortable process and would be satisfied when they get fair rewards. Individuals are more likely to follow leaders who they believe give them corresponding recognition and rewards in a proper way. Transactional leaders who are high in emotional intelligence will be better able to take advantage to enhance employees' engagement and lower their turnover intention.

Thus, it is proposed that

H5: Leaders' emotional intelligence will moderate the relationship between transformational / transactional leadership styles and employees' engagement and turnover intention. Leaders of higher emotional intelligence will strengthen employees' engagement and lower employees' turnover intention.

3.4 Transactional Leadership Versus Employee Tenure

Also, the paper attempts to investigate tenure of subordinates as a potential moderator of the transactional leaders and employees' engagement and turnover intention relationship. Transactional leaders treat each subordinates fairly by their performance and they tend to merely involved with their subordinates in the process of benefit exchange. Some longer tenured employees get insight into their leaders when and how to perform their job. Since exchange relationship between leaders and

subordinates varies in different interpersonal relationships, it is reasonable to assume that longer tenured employees are more accustomed to transactional leaders which values the exchange benefits rather than leadership accompanied by emotional attachment and therefore getting better outcomes. By staying longer with their leaders, employees gain greater knowledge about the style of their leaders and the comfortable routines for interacting with and predicting the responses of their leaders, and they accumulate relationship with transactional leaders that allows their taking charge behaviors to be even more effective. And thus, they are more straightforward and proactive at dealing with their employers and work, which can further enhance the their work engagement. And since everything is under employee's own control as long as they complete the task according to their transactional leaders.

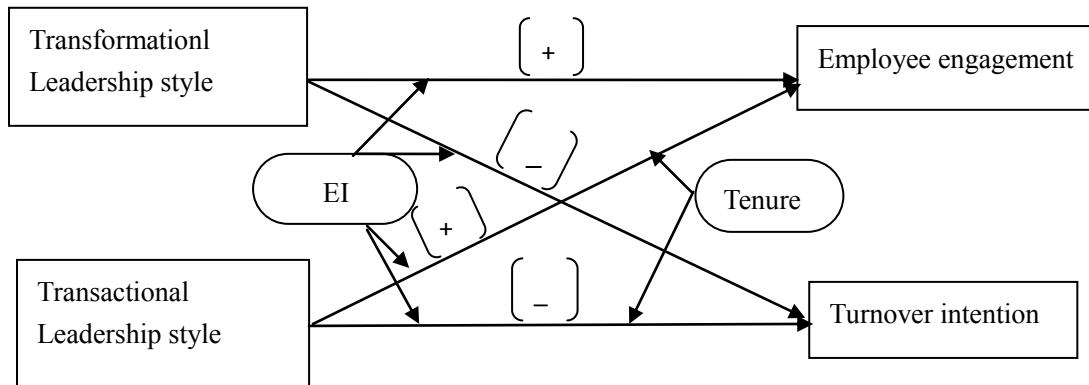
Thus, it is proposed that

H6: Employees' tenure will moderate the relationship between transactional leadership style and employees' engagement and turnover intention. Employees who have longer tenure will report higher engagement and lower turnover intention than employees with short tenure.

3.5 Proposed model

In view of the preceding discussion of leadership style and employee engagement and employee turnover intention in association with leaders' emotional intelligence and employee tenure, the conceptual model to be tested in the present study can be drawn as follows (see Figure 1).

Figure 1 theoretical model



4. Methodology

In order to investigate the relationship between leadership style, employee engagement, turnover intention, leaders' emotional intelligence and employee tenure, the following methodology was implemented. The participants, procedures, measures, data preparation and analytic strategy utilized in this study are described below.

4.1 Participants

In May 2015, a survey was conducted with 400 randomly selected employees in a large size digital technology company in Shanghai, China. The company is consisted of more than 200 managerial staff and approximately 2000 employees, including 50 people with master degrees, 20 people with doctoral degrees. More than 80% staff achieved college degree (15 or 16 years of study) and more than 95% of all the staff were specialized in IT. A total of 360 employees completed the survey with a response rate of 90%. The average age of respondents was 42 years old. A total of 28% respondents were women and 72% were men.

4.2 Procedures

I contacted the company when I initiated the study and the company agreed to participate. After a thorough and comprehensive introduction of the survey to the person in charge. The survey was given to a random list of employees to complete within a week period in May 2015. Respondents were assured of data anonymity. The questionnaire included Likert-scale questions consisting of 4 domains, including employees' perception of management leadership, the feeling of engagement and turnover intention, the perceived emotional intelligence of leaders and number of years on tenure and demographic background.

4.3 Measures and instruments

4.3.1 Transactional leadership & transformational leadership

This study will adopt the Multifactor Leadership Questionnaire (MLQ) originating from Bass and Avolio (1997). The MLQ was formulated from the Full Range Leadership Development Theory (Avolio and Bass 1991). Thus, the MLQ is based on the work of renowned leadership theorists like Bass, Avolio (Avolio and Bass 1991). Questions were used to measure each of the components of transformational and transactional leadership such as idealized influence, idealized influence, inspirational motivation, individualized consideration, intellectual stimulation, contingent rewards, management-by-exception active and management-by-exception passive. Participants rated these items on 5-point Likert-scales ranging from 1 (not at all) to 5 (frequently, if not always).

4.3.2 Employees' engagement

Utrecht Work Engagement Scale (UWES) included 17 items of which is 6 vigor items, 5 dedication items, and 6 absorption items originally (Schaufeli, et al., 2002). The integrating 9-item UWES will be used to measure work engagement in the paper, a

second-order factor comprising three first-order factors: vigor, dedication, and absorption (Schaufeli et al.2002). It uses a 5-point (1 = never; 5= always/everyday) scale where employees respond to questions such as “At my job, I feel strong and vigorous”. Higher aggregate scores indicate higher levels of engagement.

4.3.3 Employees’ turnover intention

Employee’s turnover intention will be assessing by three-item measure. This measure was based on Mobley, Horner& Hollingsworth theory (1978). The items were: (1) I think a lot about leaving the organization, (2) I am actively searching for an alternative to the organization, and (3) As soon as it is possible, I will leave the organization. Response ranged by 5-point Likert Scaling from 1= “Strongly disagree” to 5= “Strongly agree”. Minimum score is 3 and the maximum score is 15. Higher score indicated higher intention to quit from a job.

4.3.4 Emotional intelligence

The former representative scale is multifactor emotional intelligence scale (MEIS) is established by Mayer and Salovey (1997). The latter representative model is Bar-on model. Emotional Quotient Inventory (EQ-i)has played an instrumental role in developing this model. EQ-i contains 133 items in the form of short sentences and employs a 5-point scale.Although widely used,its theoretical foundation is somehow blurred.

In this study, emotional intelligence will be measured with the Wong and Law Emotional Intelligence Scale (WLEIS) , which contains 16 items grouped in four sub-scales as follows: (a) self-emotion appraisal (SEA), (b) emotion appraisal of others (OEA), (c) use of emotion (UOE), and (d) regulation of emotion(ROE)is applicable to employees in Mainland China. The four-factor structure was replicated, and metric invariance was supported across the three groups. The present study provided empirical support to the growing emotional intelligence measurement invariance literature and demonstrated the robustness of both the western countries and Chinese versions of the WLEIS. Participants rated these items on 5-point

Likert-scales ranging from 1 (not at all) to 5 (frequently, if not always).

Since the data will be mainly collected from China, the generalizability of scale need to be verified.

4.3.5 Organizational tenure

Organizational tenure is measured by the length of time (i.e., years) participants have been working in their current organization.

4.4 Data preparation

The data was cleaned and prepared before analysis using the steps outlined by Tabachnick and Fidell (2007). First, a missing data analysis was conducted and 25 participants having 50% or more of the data missing were removed from the sample 错误!未找到引用源。 . Then, a missing data pattern analysis was performed which demonstrated that the remaining missing data were at complete random; therefore, the Monte Carlo Expectation Maximization Algorithm was used to replace the missing data 错误!未找到引用源。 . This concluded the data preparation section. The final sample size consisted of 325 participants.

4.5 Analytic strategy

The paper attempts to explain the relationship between independent variables, dependent variables and possible moderation in two different perspective. Both regression and Structural Equation Modeling (SEM) are applied in the statistical analysis.

In brief, SEM is a very general, chiefly linear, chiefly cross-sectional statistical modeling technique. Factor analysis, path analysis and regression all represent special cases of SEM. SEM is a largely confirmatory, rather than exploratory, technique.

SEM can be used to determine whether a certain model is valid., rather than using

SEM to "find" a suitable model. SEM focuses on latent constructs--abstract psychological variables like "intelligence" or "attitude"--rather than on the manifest variables used to measure these constructs. Measurement is recognized as difficult and error-prone. By explicitly modeling measurement error, SEM users seek to derive unbiased estimates for the relations between latent constructs. To this end, SEM allows multiple measures to be associated with a single latent construct.

A structural equation model implies a structure of the covariance matrix of the measures (hence an alternative name for this field, "analysis of covariance structures"). Once the model's parameters have been estimated, the resulting model-implied covariance matrix can then be compared to an empirical or data-based covariance matrix. If the two matrices are consistent with one another, then the structural equation model can be considered a plausible explanation for relations between the measures.

Structural equation modeling via AMOS estimated the fit of the model (see Figure 2: draft model). The criteria for model evaluation were the p-value of chi-square (χ^2) being greater than .05; goodness of fit index (GFI) and the comparative fit index (CFI) being greater than .95; and the root mean square error of approximation (RMSEA) being less than .06, as suggested by Tabachnik and Fidell (1996), Joreskog and Sorbom (1984), and Browne and Cudek (1993) respectively.

The SEM results from these two models will guide the development of a more appropriate model for further testing. As proposed in the previous part, it is suggested a theoretical model where leaders' emotional intelligence and employees' tenure are the moderation of the leadership -employee attitudes relationship.

Based on this consideration, additional approach is used to examine whether the moderation effect exist. The moderation is examined via multigroup structural equation modeling approach. Take emotional intelligence as the example of examination of moderation (the same analytic strategy for both two moderation). Determine the mean value of emotional intelligence and set those scored higher than 73 % mean value as "higher EI group" and set those lower than 27% mean value as "lower EI group" Multigroup structural equation modeling approach was used to

compare “higher EI group” and “lower EI group” on the factor loadings of the positive and negative affect scale. To test for weak factorial invariance (Meredith, 1993) across groups, the chi-square from a model with all parameters allowed to be unequal across groups was compared to the chi-square from a model with only the loadings constrained to be equal across groups. No means or intercepts are estimated in these models. The model with all parameters will be freely estimated in the two groups and examine the fit criteria suggested by Hu and Bentler (1999), whether the overall chi-square is significant will determine the existence of moderation.

Compared with regression, SEM allows for multiple dependent variables whereas regression allows for a single dependent variable. The paper intends to explore the relationship among several latent variables (transformational leadership ; transactional leadership ; emotional intelligence ; employee engagement)Also,SEM allows for variables to correlate,whereas regression adjusts for other variables in the model. In addition,regression assumes perfect measurement whereas SEM accounts for measurement error. In this case, SEM can be served as a suitable technique to demonstrate the results. Therefore, the main analyses will be focused on SEM results while introducing multiple regression only as a preliminary result.

5. Results

First of all, the means, standard deviations, and reliability coefficients of all variables are presented in Table 1. Most of the reliabilities were in excess of .80. Overall, reliabilities were judged to be fairly good for survey-type research.

Variable	No of items	M	SD	Reliability
Transformational	12	2.65	.76	.882
Transactional	9	2.84	.82	.874
Engagement	9	3.20	.82	.884
Turnover intention	3	2.60	1.56	.882
Emotional intelligence	16	3.42	.77	.899
Tenure	1	5.42	2.62	-
Age	1	3.09	1.23	-
Gender	1	1.50	.50	-
Income	1	3.58	1.14	-

1. All four samples combined together, N = 325

2. Reliability coefficients for scales with multiple items are Cronbach's alpha.

5.1 Correlation Results and Moderated Multiple Regression Results

Pearson's correlation coefficients were computed in order to investigate the relationships among the variables (Table 2). The correlation coefficients showed that transformational leadership negatively correlated with turnover intention ($r = -.092$, $p < .05$), transactional leadership negatively correlated with turnover intention ($r = -.244$, $p < .001$). Also, transactional leadership positively correlated with engagement ($r = .081$, $p < .01$). Regarding the moderation, correlation coefficients demonstrated that tenure negatively correlated with transactional leadership ($r = -.177$, $p < .01$). These

preliminary results suggested the possible relationship among variables .

According to Table 3, regression results indicate that only H4 was fully supported and the H1, H2 and H3 were rejected. The moderated multiple regression results demonstrated no support for the relationship between transformational leadership and employee outcomes when either of moderation was presented. There is no relationship between transactional leadership and engagement. However,H6 was partially supported ,as the relationship between transactional leadership and turnover intention was statistically significant when tenure was present .

5.2 SEM results

Figure 2 presents the draft model for each latent variables according the hypotheses. After the data input, the SEM results are indicated in Figure 3.

Model fit summary was listed below (Table 4): $CMIN/DF=1.234<2$, $RMR=0.056$ close to 0.05, $RMSEA=0.027<0.05$, $GFI=0.905>0.9$, $AGFI=0.889>0.8$, $NFI=0.914>0.9$, $RFI=0.905>0.9$, $IFI=0.982>0.9$, $TLI=0.981>0.9$, $CFI=0.982>0.9$. Overall, as expected, the model attains a relatively good fit. To assess the possibilities of all the hypotheses, the regression weights see Table 5.

The inspection of coefficients reveals that, among the antecedent variables studied, only transactional leadership presented direct and substantial impact on employee turnover intention. Thus, the fourth hypothesis of this study was fully confirmed. However,the first,second,third and fifth hypotheses were rejected, as transformational leadership did not have significant impact on both employee engagement and turnover intention. And transactional leadership did not have significant impact in improving employee engagement.

Since transactional leadership assumes the role of antecedent of employee turnover intention, the paper proceeded with the analysis to test the role of moderation. The complementary models examined the possibility of moderation of both EI and employee tenure.

The grouping analysis of the moderation of EI and tenure were demonstrated in Table 6. According to the moderation analytic strategy, the overall chi-square for emotional intelligence was insignificant (Table 7), $p = 0.838 > 0.05$, suggesting that there is no significant moderation of emotional intelligence in affecting both relationship of transactional leadership style and employee engagement and relationship of transactional leadership style and employee turnover intention. However, Table 8 indicated that overall chi-square for employee's tenure was significant, $p = 0.031 < 0.05$. Further analysis the parameters, the result reveals that longer tenured employees tend to have lower turnover intention under transactional leadership style.

In summary, analysis of the qualitative data makes it possible to identify that H1, H2, H3, H5 were rejected. H4 was fully confirmed and H6 was partially confirmed. That is transformational leadership style doesn't have an impact on both employee engagement and turnover intention ; transactional leadership style doesn't have an impact on employee engagement. Emotional intelligence doesn't moderate the relationship of transformational leadership and employees' attitudes. Nevertheless, the transactional leadership style does have a negative influence in affecting employee turnover intention and employee's tenure does moderate the relationship of transactional leadership style and turnover intention.

6. Discussion

The current study represents a systematic effort to explore how transactional and transformational leadership style influence employee's engagement and turnover intention in the moderation of leaders' emotional intelligence and employees' tenure. The paper uses both regression as well as structure equation model to analysis the data. The results are not quite consistent with the hypotheses and the possible explanation will be presented below.

Both regression and SEM model suggest that transformational leadership style is not significant in relationship with employees' engagement and turnover intention. The reason transformational leadership has no direct positive effect on employee outcomes may be explained by the Chinese culture. Unlike western countries, China is a country high in power distance. Power distance is the societal desire for hierarchy. People in high power distance societies accept a hierarchical order in which everybody has a place which needs no further justification. People in low power distance societies strive for power equalization and demand justification for power inequalities among people when they occur. (p. 83) That is leaders in authority in management always execute their power of position; upper management always have the right to tell subordinates what to do while subordinates are supposed to have absolute obedience to their managers. Chinese employees are primarily shaped by such cultural value system with a focus on high power distances and hierarchy. They are get accustomed to distance themselves from their supervisors who makes them instinctively feel nervous and uncomfortable even not in the workplace. Employees view their supervisors as a group of people who should take control over them rather than discuss and share opinions as equal colleagues. Another way to explain the superiority of transactional leadership in terms of the effect on lower employee turnover intention might lie in another dimension of Hofstede's cultural dimension theory, namely, uncertainty avoidance (Hofstede,1997). High-uncertainty avoidance tries to avoid uncertainty and ambiguity by providing stability for their members, establishing more formal rules, not tolerating deviant ideas and behaviors, seeking consensus, and believing in absolute truths. They are also characterized by a higher level of anxiety

and stress: People think of the uncertainty inherent in life as a continuous hazard that must be avoided. There is a strong need for written rules, planning, regulations, rituals, and ceremonies, which add structure to life. In China, where a culture with a relatively high uncertainty avoidance index, organizations and leaders tend to set more rules and regulation to cope with uncertainty, so does the leadership, leadership is more likely to be work or task oriented which means leaders are more likely adopt transactional leadership . Within this context, employees are described as more conservative and less possible to express emotions. They prefer formal rules to be created and avoid actions that do not go along with these rules. Employees also believe that everything that is new or different is dangerous and risky. They are usually worried about the future and resist changes. Thus staying in the organization may be a better option for them.

However, Chinese employees' attitudes towards transformational leaders haven't been fully transformed yet, the core values of transformational leaders are not able to thoroughly instill into employees' mind and they might not even able to recognize the essential advantage of transformational leaders compared with traditional leaders. Even with recognition, Chinese employees still cannot fully accept transformational leaders for the reason that the hierarchy system is rooted in their minds.

Besides, the development of transformational leadership is not as mature as it in western countries. Although Chinese leaders are willing to attempt to adapt transformational leaders but without a complete understanding about what really transformational leaders are, it is still a little hard to carry out the preferable transformational leadership practice. Chinese transformational leaders might provide an unclear vision about what needs to be accomplished or they tend not to take care of every employees as westerners do since they are "spoiled" in the hierarchy environment for such a long time it is difficult to totally convert to an ideal transformational leadership . To some extent, transformational leadership in China is mixed with the certain "rules" of Chinese society. Lack of coaching of transformational leadership, leaders will be unequipped to select a viable course of action to take. Employees also have no idea of how to react to transformational leaders under the

context of Chinese hierarchy system.

Both regression and SEM demonstrate the same results of transactional leaders on employee engagement but significant on employee turnover intention. Transactional leadership, as an exchange between leaders and followers. Leaders provide clear criteria and goals to followers along with what is expected in return. Compared with transformational leaders, transactional leaders are more traditional and familiar to Chinese employees. They get the rewards as long as they completely follow their leaders' instructions. The results indicate Chinese employees are more likely to remain in the organization but not entirely engaged in their job when under transactional leadership. That is probably accounted for the general social mentality and the opportunity cost. Few employees desperately need to leave the organization under a relatively acceptable leadership. They need to take opportunity cost for leaving into consideration when deciding not staying in the organizations. The trick is that employees might not totally admire their leaders, however they might still stay in the organization for that it takes time and effort to find themselves a new one. Since transactional leadership is the most widely applied leadership practice, it definitely gains the consensus of most Chinese employees, employees are accustomed to follow leaders' instructions and orders and put their back into the work. They get self-discipline to fulfill their obligations and obtain the corresponding rewards. The social exchange theories has been used to explain the causality. But employees tend to repay their organizations by staying in the organizations rather than get more engaged in the work. It is not surprised that people are not willing to devote themselves to get deeply engaged in the work under transactional leadership because each individual tend not to be involved in the striving situation for the minimum requirements they already did. Transactional leaders, unlike transformational leaders, don't provide the ultimate aiming to subordinates or psychologically motivate them, therefore, this contradiction is, unfortunately but logically, reflected in employee's disengagement. This phenomenon is somehow worthy of careful consideration in Chinese managerial studies.

The results also reveal that both transformational leaders and transactional leaders

with higher emotional intelligence or lower emotional intelligence doesn't moderate the two relationship with employee outcomes.

It seems that emotional intelligence plays different roles in China and in western countries. The Chinese culture does not recognize itself as using the emotional life of individuals in the service of the social order (Cheok,2012;Potter, 1988). Cheok (2012) even argued Chinese believe that experienced emotion is irrelevant either to the creation or to the perpetuation of social institutions of any kind. It's not because Chinese people don't recognize the existence of emotions, in fact they are aware of them as aspects of experience, but emotions are not thought of as significant in social relationships,especially in the working settings. Although Chinese employees value the relationship with leaders,they don't believe that higher or lower emotion intelligence of leaders is the rationale for any leadership practice.Besides,there is no cultural theory that social structure rests on emotional ties. Potter (1988) believed this view is“image of irrelevant affect. Because the Chinese assume the existence of a continuous social order that requires no affirmation in inner emotional response, but only in behavior, there is no need for them to treat emotions as inherently important” . The results also suggest that under transactional leadership ,employee whose tenure is longer might have lower turnover intention but there is no significant impact on employee engagement.

It is speculated that the longer tenured employees are more experienced and skilled in their position even without continuous supervision. They are likely to perform better compared with those who works shortly. Once transactional leaders fully trust abilities of subordinates,they will provide employees an environment with less interference which may give subordinates more opportunity to display. Therefore it becomes a virtuous circle , employees are more confident in what they are doing and gain more job satisfaction and result in lower turnover intention.

7. Limitations and future directions

Several limitations are encountered and should be addressed in the future research. One possible limitation is the use of sample from one single company in one particular industry. Because the chosen participants are from an IT company which specialized in new technology. The discussion of perceived leaders' emotional intelligence and leadership style might vary from different employees in different industries therefore there is little generalizability of the sample participants. To provide a more comprehensive understanding of relationship between transformational leadership/transactional leadership and moderation, an insight of employees from a variety of industries should be included in the future research.

A second limitation is that data were only collected from employees' perspectives. There might be a discrepancy between what leaders think and what employees think. The paper intends to investigate from the perspectives of leaders, however there is little difficult in collecting the questionnaire. Future research might seek opportunities to get opinions from leaders as well for a higher accuracy of the results.

Thirdly, the paper is implemented in China which is a culture high in collectivism, unlike western countries, Chinese people are in favor of high hierarchy system. In fact, transformational leaders emphasize the equality of each individuals. The essence of transformational leaders is to make leaders and subordinates each other advance to a higher level of morality and motivation. In context of China, both leaders and subordinates are still lack of the awareness of the inner implications of transformational leadership. Future researchers should conduct a more detailed study in different western countries, making a thorough comparison among the culture difference regarding the leadership and employees outcomes while taking leaders' emotional intelligence and employee's tenure into consideration. Also, with the development of Chinese managerial practice, a vertical comparison might be useful in understanding the leadership practice in Chinese culture.

8. Implication

The present study provides important implications for organizational leaders in China. First, by demonstrating the influence of transactional leadership style and employee turnover intention, the study suggests that employees' turnover intention can be affected by leadership style. When leaders properly adopt transactional leadership style, leaders provide clear aims and goals as well as rewards for employees, the lower turnover intention of employees can be expected. Turnover intention is associated with actual turnover thus result in increased expenses and lower organizational effectiveness.

In addition, the study also find under transactional leadership, employees with longer tenured have lower turnover intention. Longer tenured employees are thought to be more skilled and experienced in their job. Because their better performance, some organizational are worried about keeping their position. It is demonstrated in the study that transactional leaders leave a relative liberal environment for employees as long as they complete the task which has been assigned, therefore, employees with longer tenured are more likely to lower their turnover intention in the organization. Better yet, organizations can cost less in stimulating longer tenured employees and thus saving expense for retaining the talents.

Last but not least, by comparing both effectiveness of transformational and transactional leaders on employee outcomes in China, it is worthy pondering that although transformational leadership gains success in western countries, it is not so important as it in China. Partly because the coaching and application of transformational leadership is not mature, there is a long way to catch up the advancement of leadership practice in western countries. The transform of leader's attitudes and awareness as well as the whole society should be enlightened and improved for a higher level.

The paper indicates emotional intelligence of leaders are not as significant in working field, however it is a newly emerged topic which should be introduced in Chinese managerial practices. Absence of knowledge or awareness will be an obstruct in understanding the interpersonal relations between leaders and subordinates and will

be adverse to an efficient and open communication for managers and employees.

9. Conclusions

The present study sought to contribute to the literature in transformational/transactional leadership style, employee turnover intention, employee engagement, emotional intelligence and tenure. The findings support that transactional leadership has negative effect on employee's turnover intention and employees with long tenure are more likely to lower employees' turnover intention. But it is found that there is no relationship between transformational leaders and employee outcomes under the Chinese context. Even transformational leaders with higher emotional intelligence doesn't affect the results. The current study represents an extensive effort to first examine the transformational /transactional leadership style on employee engagement and turnover intention while introduce two moderation emotional intelligence and employee tenure systematically. The results are inconsistent with the assumption to some extent and the paper attempts to explain with the particular Chinese context. This study also demonstrates a theoretical framework for future researches.

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Figure 2

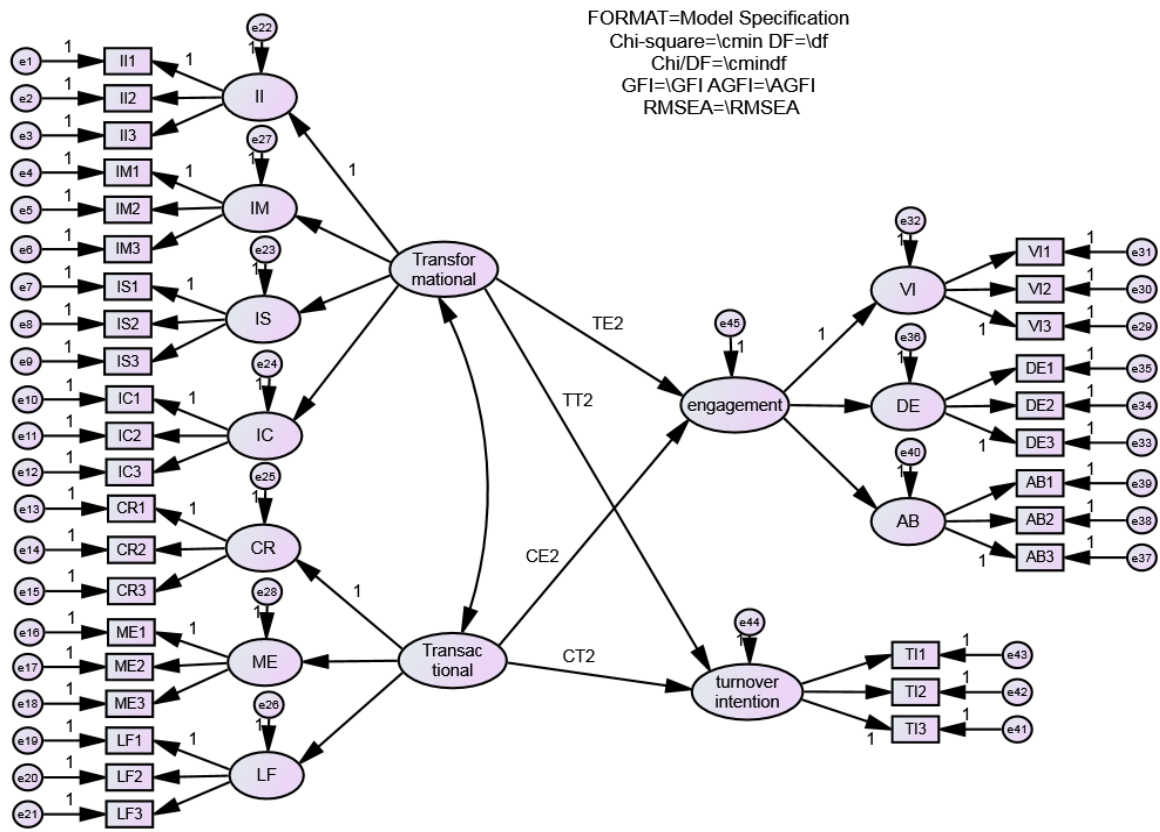
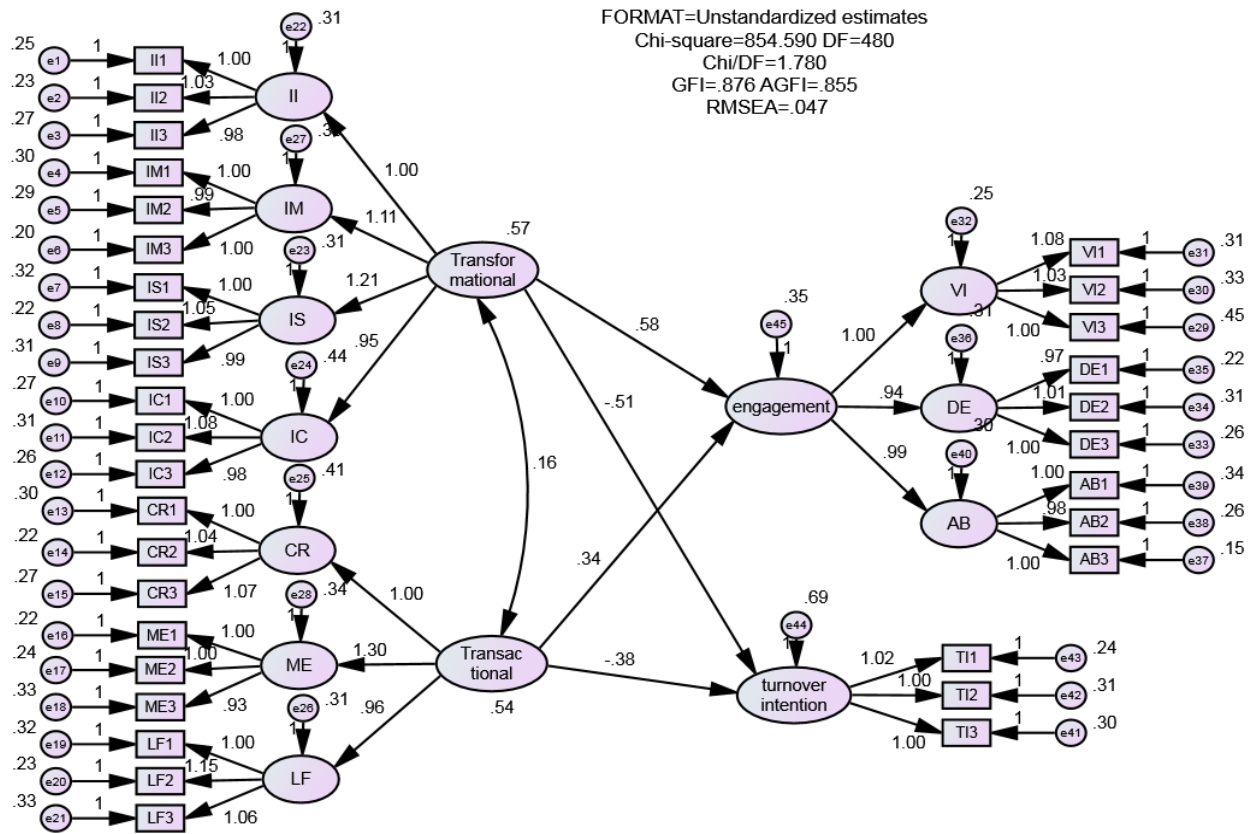


Figure 3



List of tables

Table 1

Variable	No of items	M	SD	Reliability
Transformational	12	2.65	.76	.882
Transactional	9	2.84	.82	.874
Engagement	9	3.20	.82	.884
Turnover intention	3	2.60	1.56	.882
Emotional intelligence	16	3.42	.77	.899
Tenure	1	5.42	2.62	-
Age	1	3.09	1.23	-
Gender	1	1.50	.50	-
Income	1	3.58	1.14	-

1. All four samples combined together, N = 325

2. Reliability coefficients for scales with multiple items are Cronbach' s alpha

Table 2

Variable	1)	2)	3)	4)	5)	6)	7)	8)	9)
1)Turnover									
2)Transfor mational		-.092**							
3)Transacti onal		-.244***	0.11						
4)Engagem ent		-.130***	0.072	.081*					
5)Tenure		0.106	.069*	-.177***	-.143**				
6)Gender		-0.016	-0.019	.083*	0.047	-0.022			
7)Age		.075*	.075*	-.165***	-.112**	.738***	-0.024		
8)Income		-0.025	-0.018	-.100**	0.012	.561***	-0.006	.485***	
9)EI		0.028	0.014	-0.039	-0.063	.450***	-0.014	.417***	.327***

***, **, * denote stastcial significance at the 1%, 5% and 10% level.

Table 3

Hypothesis	B	P-value	R-square/adjusted R-square
H1: transformational-engagement	0.078	0.196	0.005
H2: transactional-engagement	0.08	0.147	0.006
H3: transformational-turnover	-0.129	0.098	0.008
H4: transactional-turnover	-0.314	***	0.06
H5: EI moderator-transformational(engagement)	0.002	0.976	0.01
EI moderator-transformational (turnover intention)	0.055	0.4	0.008
EI moderator-transactional (engagement)	0.028	0.62	0.007
EI moderator-transactional (turnover intention)	0.059	0.395	0.095
H6: tenure moderator-transformational(engagement)	-0.017	0.754	0.01
tenure moderator-transformational (turnover intention)	-0.087	0.203	0.009
tenure moderator-transactional (engagement)	-0.033	0.516	0.006
tenure moderator-transactional (turnover intention)	-0.24	***	0.095

*** denotes significance at 1% level.

Table 4**CMIN**

Model	NP AR	CMIN	DF	P	CMIN/ DF
Default model	81	854.590	480	.000	1.780
Saturated model	561	.000	0		
Independence model	33	10930.958	528	.000	20.703

RMR, GFI

Model	RM R	GFI	AG FI	PGF I
Default model	.055	.876	.855	.750
Saturated model	.000	1.000		
Independence model	.467	.182	.130	.171

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.922	.914	.964	.960	.964
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATI	PNF	PCF
	O	I	I
Default model	.909	.838	.876
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	374.590	296.927	460.097
Saturated model	.000	.000	.000
Independence model	10402.958	10066.394	10745.905

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	2.380	1.043	.827	1.282
Saturated model	.000	.000	.000	.000
Independence model	30.448	28.978	28.040	29.933

RMSEA

Model	RMS	LO	HI 90	PCLO
	EA	90		SE
Default model	.047	.042	.052	.862
Independence model	.234	.230	.238	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	1016.590	1033.538	1331.365	1412.365
Saturated model	1122.000	1239.378	3302.104	3863.104
Independence model	10996.958	11003.862	11125.199	11158.199

ECVI

Model	ECVI	LO 90	HI 90	MECV I
Default model	2.832	2.615	3.070	2.879
Saturated model	3.125	3.125	3.125	3.452
Independence model	30.632	29.695	31.587	30.651

HOELTER

Model	HOELT ER .05	HOELT ER .01
Default model	224	234
Independence model	20	20

Table 5

Regression Weights: (transformational/transactional leadership - Default model)

			Estimate	S.E.	C.R.	P	Label
engagement	<--	Transformational	0.109	0.092	1.192	0.233	par_30
engagement	<--	Transactional	0.1	0.08	1.242	0.214	par_32
turnover intention	<--	Transformational	-0.11	0.103	-1.072	0.284	par_31
turnover intention	<--	Transactional	-0.372	0.098	-3.786	***	par_33

*** denotes significance at 1% level.

Table 6

Parameters of higher EI group

			Estimate	S.E.	C.R.	P	Label
engagement	<--	Transformational	-0.002	0.164	-0.01	0.992	TE2
engagement	<--	Transactional	0.112	0.177	0.63	0.529	CE2
turnover intention	<--	Transformational	-0.108	0.162	-0.665	0.506	TT2
turnover intention	<--	Transactional	-0.073	0.181	-0.401	0.688	CT2

Parameters of lower EI group

			Estimate	S.E.	C.R.	P	Label
engagement	<--	Transformational	0.061	0.13	0.466	0.641	TE1
engagement	<--	Transactional	0.064	0.149	0.431	0.666	CE1
turnover intention	<--	Transformational	-0.246	0.181	-1.359	0.174	TT1
turnover intention	<--	Transactional	-0.016	0.216	-0.076	0.939	CT1

Parameters of higher tenure group

			Estimate	S.E.	C.R.	P	Label
engagement	<--	Transformational	0.228	0.267	0.853	0.394	TE2
engagement	<--	Transactional	0.114	0.113	1.008	0.314	CE2
turnover intention	<--	Transformational	-0.056	0.254	-0.221	0.825	TT2
turnover intention	<--	Transactional	-0.617	0.123	-5.01	***	CT2

*** denotes significance at 1% level.

Parameters of lower tenure group

			Estimate	S.E.	C.R.	P	Label
engagement	<--	Transformational	0.142	0.127	1.119	0.263	TE1
engagement	<--	Transactional	0.053	0.152	0.352	0.725	CE1
turnover intention	<--	Transformational	-0.203	0.158	-1.289	0.197	TT1
turnover intention	<--	Transactional	-0.032	0.206	-0.153	0.878	CT1

Table 7

Transactional leadership :

Moderation of EI on turnover intention

Nested Model Comparisons

Assuming model Default model to be correct:

Model	D F	CMI N	P	NFI Delta-1	IFI Delta-2	RFI rho-1	TLI rho2
Model Number 2	1	.042	.838	.000	.000	.000	.000

Table 8

Transactional leadership:

The moderation of employee tenure on employee turnover intention

Nested Model Comparisons

Assuming model Default model to be correct:

Model	D F	CMI N	P	NFI Delta-1	IFI Delta-2	RFI rho-1	TLI rho2
Model Number 2	1	4.679	.031	.001	.001	.001	.001

Appendix A

Questionnaire Original Version

Dear Respondent,

I am a student at Concordia University, Canada and I am conducting a thesis study examining the the effect of different leadership style on employee engagement and turnover intention and the moderation of emotional intelligence and tenure. The perspective is relatively new, especially in China. The results of this study will hopefully be practical and useful to the management in Chinese society and take the results for reference to western societies.

I am interested in your experience in the organization when working with you supervisor, so I have enclosed a questionnaire which invites you to respond a series of statements and questions. The items are only regarding the working related issues. It takes approximately 10 minutes to participate and it is important that you can answer the questionnaire honestly and independently. There are no potential risks associated the participation in the study. Your privacy and each of your answer will be fully confidential.

Thank you indeed for your participation.

The following part covers your demographic information.

Your gender female male

your age 18-25

26-30

31-40

41-50

51-60

Your tenure with your supervisor _____ years

- Your current salary per month
- 2000-3999 RMB
 - 4000-5999 RMB
 - 6000-7999 RMB
 - 8000-9999 RMB
 - 10000 RMB and more

The following parts are using the 0-5 Likert Scale, response ranges from 1= “Strongly disagree” to 5= “Strongly agree”.

1. At my work, I feel bursting with energy
2. At my job, I feel strong and vigorous
3. I am enthusiastic about my job
4. My job inspires me
5. When I get up in the morning, I feel like going to work
6. I feel happy when I am working intensely
7. I am proud of the work that I do
8. I am immersed in my job
9. I get carried away when I am working
10. My leader makes others feel good to be around me
11. My leader expresses with a few simple words what we could and should do
12. My leader enables others to think about old problems in new ways
13. My leader helps others develop themselves
14. My leader tells others what to do if they want to be rewarded for their work
15. My leader is satisfied when others meet agreed - upon standards
16. My leader is content to let others continue working in the same ways always
17. I have complete faith in my leader
18. My leader provides appealing images about what we can do
19. My leader provides others with new ways of looking at puzzling things

20. My leader lets me know how they think I am doing
21. My leader provides recognition/rewards when I reach my goals
22. As long as things are working, my leader does not try to change anything
23. Whatever I want to do is OK with my leader
24. I am proud to be associated with my leader
25. My leader helps me find meaning in my work
26. My leader gets me to rethink ideas that I had never questioned before
27. My leader gives personal attention to others who seem rejected
28. My leader calls attention to what I can get for what I accomplish
29. My leader tells me the standards I have to know to carry out th my work
30. My leader asks no more of others than what is absolutely essential
31. I think a lot about leaving the organization
32. I am actively searching for an alternative to the organization
33. As soon as it is possible, I will leave the organization
34. My supervisor has a good sense of why he/she has certain feelings most of the time
35. My supervisor always knows his/her friends' emotions from their behavior
36. My supervisor always sets goals for himself/herself and then tries his/her best to achieve them
37. My supervisor is able to control his/her temper and handle difficulties rationally
38. My supervisor has good understanding of his/her own emotions
39. My supervisor is a good observer of others' emotions
40. My supervisor always tells himself/herself he/she is a competent person
41. My supervisor is quite capable of controlling his/ her own emotions
42. My supervisor really understands what he/she feels
43. My supervisor is sensitive to the feelings and emotions of others
44. My supervisor Is a self-motivated person
45. My supervisor can always calm down quickly when he/she is very angry
46. My supervisor always knows whether or not he/ she is happy
47. My supervisor has good understanding of the emotions of people around him/her

48. My supervisor would always encourage himself/herself to try his/her best

49. My supervisor has good control of his/her own emotions

Questionnaire Chinese Version

中文版问卷

亲爱的答题者，

您好！首先非常感谢您愿意抽出非常宝贵的时间参与本次调查。我是加拿大康考迪亚的在读研究生，该问卷是我毕业论文的研究课题，主要用于研究不同情商水平下领导风格与员工敬业度与离职意向的交互作用。问卷结果仅用于学术研究，不涉及商业用途及个人隐私，请您放心。完成问卷约五分钟时间，希望热忱善良的您能仔细阅读题目，并按照您的实际感受填写，您每个真实的选项会让科学更严谨。再次真诚感谢您的参与，谢谢！

您的个人信息

性别 女 男

年龄段 18-25

26-30

31-40

41-50

51-60

您与现任上司的工作年限 _____ 年

您现在月薪水平 2000-3999 元

4000-5999 元

6000-7999 元

8000-9999 元

超过 10000 元

下面的问卷运用李克特量表， 五分制，1 分表示“很不同意”，5 分表示“很同意”

1.工作时，我常精力充沛

2.工作时，我感到自己非常有能力胜任

- 3.我对工作富有热情
- 4.工作激发我的灵感
- 5.早上一起床，我就想去公司工作
- 6.当我全心投入工作时，我很快乐
- 7.我为我所从事的工作感到自豪
- 8.我沉浸于我的工作
- 9.我工作时能达到忘我的境界
- 10.我的上司会让我觉得在他/她身边工作很好
- 11.我的上司用一系列简单的语句就能让我明白能做和该做的事
- 12.我的上司能让我用新的思路解决老问题
- 13.我的上司帮助他人成长
- 14.我的上司会告诉我我想得到奖赏该做什么
- 15.当我达到既定标准，我的上司就会满意
- 16.当我墨守成规工作，我的上司不会流露不快
- 17.我对我上司有绝对的信心
- 18.我的上司向我描绘了充满吸引力的工作前景
- 19.当我困惑时，我的上司会给我提供新的思路
- 20.我的上司会告诉我他/她是如何看待我的工作的
- 21.当我达到目标，我的上司会给予我认可或者奖励
- 22.只要一切工作还是有序的，我的上司不会做出任何改变
- 23.无论我做什么，上司态度都很随意
- 24.我与上司紧密联系让我觉得是件自豪的事
- 25.我的上司帮助我找到工作的意义
- 26.我的上司能帮助我重新考虑过去从没有质疑过的问题
- 27.当有员工有消极被动的倾向时，我的上司会给予特别的关注
- 28.我的上司会提醒我当我完成任务后我能得到什么
- 29.我的上司会告诉我执行工作时必要的标准
- 30.我的上司不会要求我做不必要的工作
- 31.我经常想离职

- 32.我在积极寻找跳槽机会
- 33.一旦机会成熟，我会离开公司
- 34.我上司大多数时候清楚为什么自己有时会有不同情绪
- 35.我上司经常能从朋友的举止行为中了解他们的情绪状态
- 36.我上司经常会为自己设定目标并努力去达到
- 37.我上司有能力控制自己的情绪，并理性地处理棘手问题
- 38.我上司能很好理解自己的情绪
- 39.我上司善于观察别人的情绪
- 40.我上司经常告诉自己他/她是个有胜任力的人
- 41.我上司擅长控制情绪
- 42.我上司真切理解别人的感受
- 43.我上司对别人的感受和情绪很敏感
- 44.我上司是个自我激励的人
- 45.当我上司生气时，他/她能很快冷静
- 46.我上司知道自己快乐与否
- 47.我上司能很好理解周围人的情绪
- 48.我上司经常鼓励自己努力去做某事
- 49.我上司对自己的情绪控制很好