

Leadership Styles and Turnover Intention: A Narrative Review of Relational Mechanisms and Contextual Moderators

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Abstract: - This narrative review aims to integrate 27 empirical research articles from 2012 to 2025 to examine the effects of transformational, authentic, inclusive, paternalistic and strategic leadership on the turnover intention (TI) of employees. Results indicate that there is a significant indirect effect of leadership on TI through perceived supervisor support, job satisfaction, organisational commitment, psychological safety, and work engagement. These mechanisms differ across sectors (e.g., transactional, emotional-labour, knowledge intensive) and cultures (collectivism, power distance, institutional formality). The review suggests a multi-level model, with leadership serving as the distal factor influencing TI through relational climates in the context of the cultural context and sectoral, and recommends for longitudinal investigation of the model and multi-group studies.

Key-Words: - Leadership styles, turnover intention, perceived supervisor support, psychological safety, transformational leadership, authentic leadership, inclusive leadership, cultural moderation.

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1 Introduction

Replacement costs are a regular and expensive organizational problem and can be up to 50-200% of an employee's pay, [1], [2]. Beyond financial loss, turnover disrupts team cohesion and erodes institutional knowledge, especially in skill-intensive sectors.

Retaining talent has therefore become a strategic priority, with leadership recognized as a core determinant of employees' intention to stay or quit. Foundational theory, such as transformational leadership [3], argues that inspirational and individualized leader behaviors enhance commitment. However, empirical findings across authentic, inclusive, supportive, and paternalistic leadership styles show inconsistent effects on turnover intention (TI). While some evidence suggests negative associations, other studies show weak or context-dependent effects.

Recent research shows an increasing pattern upholding the view that leadership has a role in turnover intention, not through direct behavioural

control, but through the relational and the psychological. The Social Exchange Theory can be used to understand the nature of leadership behaviours as a means of building mutual obligatory relationships, where supportive and just treatment enhances the feeling of mutual obligation among the employees and minimizes the intentions of withdrawal, [4]. The Organisational Support Theory also elaborates that leadership is a salient organisational agent, which conveys care, recognition, and valuation, hence reducing the withdrawal cognitions and the desire to quit by the employees, [5]. These relational connotations can be supplemented by Self-Determination Theory, which demonstrates that leadership approaches that fulfil the needs of employees with regard to autonomy, competence, and relatedness increase intrinsic motivation and psychological well-being, which indirectly decrease turnover intention, [6]. Collectively, these frameworks offer a consistent theoretical basis for the relationship among leadership, turnover intention, and relational,

motivational, and contextual intermediaries. Sectoral and cultural contexts further shape these processes. The relational buffering is needed in healthcare and in education, but also clarity and procedural fairness in transactional sectors (retail, manufacturing). How leadership is performed and understood is also influenced by cultural aspects like power distance, collectivism, and formality, which are rooted in existing cultural contexts, [7], [8], [9].

Besides using relational and psychological mediators, leadership is also a contextual moderator, which influences the power and orientation of relational and psychological mechanisms. The previous studies show that the leadership styles do not have homogeneous effects on the employees but affect how they respond to relational conditions. As an example, authentic leadership has been demonstrated to moderate the association between perceived supervisor support and turnover intention, which suppresses the negative influence of low support on the withdrawal cognitions of employees, [10]. This fact implies that leadership should not only be conceptualised as a distal antecedent or mediating factor, but also as a boundary condition which can enhance or diminish retention processes when organisational and relational situations occur. Despite theoretical advances, two major gaps persist:

(1) limited synthesis on how sectoral and cultural contingencies strengthen or weaken mediators, and
(2) an overreliance on cross-sectional designs that constrain causal inference and heighten common-method bias, [11].

In contrast to other previous reviews that focus on one side of the coin of leadership styles or just on separate mediating factors, the review combines both mediating forces and moderating effects of leadership by industries and cultures. When placing the leadership as both a distal antecedent and relational mechanism and a contextual boundary condition, the study provided a single framework that explains the effects of leadership on turnover intention and in what circumstances such influences are enhanced or diminished.

2 Methodology

A narrative review approach was employed to synthesize contemporary evidence on leadership–turnover relationships via relational and psychological pathways. A search strategy was used to identify relevant articles in Scopus, Web of Science and Google Scholar over the period 2012–2025, with the use of leadership terms (inclusive,

authentic, transformational, paternalistic, supportive, green), turnover outcomes, and mediators (PSS, organizational commitment, job satisfaction, work engagement, psychological safety).

This is a narrative review that was carried out using a structured synthesis process like the principles of systematic review to increase transparency and reproducibility. The selection of articles was done in three steps: Identification, Screening and inclusion.

In the identification process, predetermined search terms and phrases were used for the Web of Science, Scopus and Google Scholar databases, to gain access to a preliminary set of studies concerning leadership styles, turnover intention, mediating factors and contextual factors. The titles and abstracts were reviewed in the screening process so as to rule out those studies that failed to empirically test the relationship between leadership and turnover or those that failed to involve a relational medium or a contextual variable. During the last stage of inclusion, only the peer-reviewed empirical studies published since 2012 were included. The selected studies were evaluated according to methodological quality indicators (research design - cross-sectional, time-lagged, longitudinal, sample adequacy, and analytical techniques, e.g., regression analysis, structural equation modelling) to guarantee analytical rigor. Multi-source or longitudinal designs were said to be a methodologically stronger study because of smaller common-method bias and greater time validity. Included studies went through a process of evaluating research design, sample adequacy and analysis type (such as regression, SEM, longitudinal analysis) to ensure analytical rigor. Through thematic coding leadership style, sectors, mediators, cultural context, and methodological characteristics were extracted.

Peer-reviewed English-language studies were prioritized when they assessed leadership–TI relationships and incorporated at least one relational mediator or contextual moderator. Conceptual works clarifying mechanisms or contingencies were included selectively; dissertations and non-reviewed reports were excluded.

There were 27 empirical studies of which the predominant one was cross-sectional design. Only a few adopted time lagged or longitudinal designs [10], [12], [13] and some adopted mixed-method approaches [14], [15] that provided greater temporal validity and minimized common method bias, [11].

The studies included various geographic settings ranging from Asia to MENA and Africa, to Western

countries, highlighting the worldwide importance of leadership–retention research. The four clusters found

- were:
- (1) direct leadership–TI relationships,
 - (2) mediated pathways,
 - (3) sectoral contingencies, and
 - (4) cultural moderation.

The results underwent thematic coding for grouping. All studies were coded according to leadership style, mediating mechanism, sector, cultural context, and methodology. This coding enabled the identification of patterns and the organization of results into four analytical clusters: direct effects, mediating pathways, sectoral conditions, and cultural modification.

Table 1 (Appendix) provides a unified methodological overview of the 27 experimental studies reviewed (2012–2025), summarizing the predominant research designs, data sources, analytical techniques, leadership styles examined, results related to employee turnover, mediating and modifying variables, sectoral contexts, geographic coverage, and key methodological strengths and weaknesses.

The results of representative studies on leadership styles and intention to turn over in the period 2012 – 2025, the studied leadership approaches, mediators, moderators, countries, sectors, sample size, and research design are presented in Table 2 in Appendix.

3 Findings

3.1 Direct Leadership–Turnover Intention Relationships

Evidence shows that leadership styles exert modest and context-dependent direct effects on turnover intention (TI). Transformational leadership, originally defined as inspirational and vision-driven [3], yields mixed results: some studies report negative TI effects [16], while others find no significant associations across academic and retail sectors, [17], [18], [19].

Authentic leadership also shows inconsistent direct effects. While some studies report reduced TI [10], others demonstrate weak or non-significant relationships once mediators are included, [20].

Inclusive leadership demonstrates the strongest direct negative association with TI, particularly in participatory and diverse workplaces, [21].

Laissez-faire and passive styles, on the other hand, are uniformly associated with greater TI, [22].

While there has been some preliminary conceptual research on strategic leadership, its benefits for retention have yet to be explored, [23], [24].

In general, proactive leadership styles are characterized by their indirect approach via relation and disengaged behaviors are consistently associated with increase in turnover intentions.

3.2 Mediated Pathways Linking Leadership to Turnover Intention

The relationship and psychological mediators most strongly mediated between leadership and TI are PSS, job satisfaction, psychological safety and organizational commitment.

PSS is seen as the most dominant mechanism aided by Social Exchange Theory [4] and Organizational Support Theory [5]. Authentic leadership has been found to positively influence PSS and negatively influence TI [13] and POS is found to mediate between effects of Gen Z workers.

Emotional support is another mediator between inclusive leadership and psychological safety in service settings [26] and psychological safety and belonging [21].

Through job satisfaction and organizational commitment, Paternalistic and Transformational leadership influence TI indirectly, [19], [27].

Advanced models indicate that PSS has a positive effect on increasing work engagement and decreasing TI [12] and that inclusive leadership has a positive effect on increasing thriving, [28].

More recent mediators include organizational culture [29], peer support [30] and job embeddedness [27] which emphasize the multi-layeredness of factors involved in retention. The results are consistent with Self-Determination Theory [6] that focuses on the three core elements of autonomy, competence and relatedness.

3.3 Sectoral Contingencies in Leadership–Retention Dynamics

Leadership and technology relationships vary markedly across sectors due to differing relational and structural expectations.

3.3.1 Emotional-Labour Sectors (Healthcare, Academia)

Healthcare and academia require high emotional support. Authentic leadership reduces TI only through PSS and commitment [31], while transformational leadership shows no direct effects among academics, [17]. Additional evidence

highlights the role of leader–member exchange and developmental support, [14].

3.3.2 Transactional Sectors (Retail, Hospitality, Manufacturing)

The retail, hospitality, and manufacturing sectors prioritize transparency and procedural fairness. Transformational leadership only reduces inequalities when coupled with clear objectives and structured feedback [18]. Inclusive leadership strengthens retention through voice and safety, [21]. Green transformational leadership operates via POS and job satisfaction [32], while authentic leadership shows no direct TI effects in manufacturing, [20].

3.3.3 Knowledge-Intensive Industries (BPO, R&D, Gen Z)

In BPO, R&D, and Gen-Z segments, authentic leadership promotes POS and reduces TI, [25], [33]. Retention depends on growth opportunities, validation, and autonomy.

3.3.4 Public Sector and Bureaucratic Contexts

Hierarchical environments require structured guidance and fairness. Transformational and transactional leadership reduce TI in public institutions [34], mirrored in municipal contexts, [16].

3.4 Cultural Moderation of Leadership–Retention Mechanisms

Culture shapes leadership expectations and the strength of mediating pathways.

3.4.1 Power Distance

In high power-distance cultures, leadership must demonstrate visible care for retention. Authentic and paternalistic leadership reduces TI only when mediated by PSS or job satisfaction, [27], [31], consistent with cultural frameworks, [7], [9].

3.4.2 Collectivism

Collectivist contexts strengthen relational pathways: authentic leadership enhances PSS, engagement, and identification, lowering TI, [12], [13]. Empirical evidence indicates that leadership culture actually speaks back to the leadership-retention processes, as opposed to the leadership expectations. Indicatively, research studies have been done in collectivistic and high power-distance settings like China, which reveal that authentic leadership lowers turnover intention mainly due to perceived supervisor support, and relational obligation. Conversely, organizational commitment, as well as moral legitimacy, is emphasized as a more salient

mediator in the Middle East context, such as Jordan. Such variations indicate that cultural values do not just make a difference in leadership perception, but also the magnitude and order of pathways to mediate.

3.4.3 Institutional Formality

Transformational leadership reduced TI only through sequential mediators in Egyptian academia, [14]. POS was necessary to translate authentic leadership into lower TI among Gen Z employees, [17].

3.4.4 Toward Cultural Models

These patterns highlight the relevance of Hofstede [7] and GLOBE [8] frameworks in contextualizing leadership–retention processes.

4 Discussion

This review compiles 27 empirical studies to illustrate how leadership styles influence intention to leave employment (TI) primarily through relational and psychological mechanisms, which are shaped by sectoral and cultural contexts. The findings challenge simple direct-effect assumptions, highlight mediating processes, and emphasise contextual boundaries governing dynamics of retention.

4.1 Revisiting Leadership–Retention Models

Classical leadership theories (e.g., transformational and authentic leadership), [3], [35] assumed strong direct effects on retention, yet recent evidence shows these effects are largely indirect. Leadership influences turnover intention primarily through relational mechanisms such as PSS, job satisfaction, and organizational commitment, [36], [37]. Inclusive leadership shows more direct reductions in employee turnover in environments sensitive to opinion, [21] while non-interventionist or passive forms consistently predict higher turnover, [18], [22] and more broadly, the field is shifting from trait-based assumptions to context-sensitive models that focus on how leaders activate relational processes.

4.2 Mediators as Mechanisms of Influence

Relational and psychological mediators—PSS, job satisfaction, organisational commitment—are the core pathways through which leadership affects retention, consistent with Social Exchange Theory [4] and Organisational Support Theory [5]. Serial mediation models integrating work engagement and

thriving further illustrate these mechanisms, [14], [28]. These pathways also align with Self-Determination Theory, emphasising autonomy and relatedness, [6]. Additional mediators such as organisational culture [29], peer support [30], and job embeddedness [27] highlight the importance of both vertical and horizontal relational resources. Collectively, these findings support multi-path, multi-level modelling of leadership–retention dynamics.

4.3 Sectoral Divergence and Contextual Boundaries

Leadership–retention effects vary by sectoral demands. Fields that demand emotional effort, such as healthcare and academia, require relational support and psychological well-being, [14], [31] while transactional sectors prioritize clarity and equity, [18], [20] whereas knowledge-intensive environments emphasize career development and autonomy. [25], [33]. These sector-specific patterns reinforce contingency-based leadership frameworks, [38], [39]. Evidence from bureaucratic environments shows that retention improves when leadership behaviours are embedded into formal policies rather than relying solely on individual leader traits.

4.4 Cultural Scripts as Moderators

Cultural dimensions—power distance, collectivism, institutional formality—shape how leadership is interpreted and how mediators translate into retention. In high-power-distance contexts, behavioural displays of support are essential [27], [31], consistent with Hofstede’s cultural model [7] and GLOBE findings, [9]. In collectivist cultures, retention relies heavily on belonging and shared identity, which reinforces the effects of relational leadership [12], [13]. In formal corporate environments, leadership influences information technology primarily through structured support mechanisms [14], [25]. These patterns underscore the need for leadership theories that are culturally adaptive and aligned with local norms and organizational texts.

4.5 Methodological Strengths and Gaps

Advances in SEM, bootstrapped mediation, and multi-group analysis have added methodological rigor to several studies, [13], [21]. However, cross-sectional designs with single sources of data are still the most common method used, which still restricts causal inference and increases common-method bias risks, [11]. There is also variation in methodological

sophistication, as many LMIC investigations use simpler regressions compared to Western studies which make use of more sophisticated methodological designs. Future research should focus on longitudinal and multi-source and cross-cultural perspectives to help to better understand moderated mediation and dynamic leadership–retention processes.

4.6 Towards a Multilevel Theory of Leadership and Retention

Evidence points to a multilevel model, with a multilevel model proposed whereby leadership styles would be distal antecedents to the relational climates, and mediators of the leadership to retention relationship, including PSS, job satisfaction, and organisational commitment. These mechanisms are boundary-conditioned by sectoral and cultural factors. This moves the focus in the theory away from fixed characteristics towards processes that are sensitive to context. The model builds on calls for integrative leadership theory that is sensitive to complexity and contingency [40] and provides testable hypotheses for future research and evidence for leadership strategies that reflect different organizational contexts.

5 Proposed Multilevel Framework for Leadership-Retention Dynamics

This review suggests a multilevel model that indicates that the effect of leadership style on turnover intention (TI) is mostly indirect via relational and psychological variables (perceived supervisor support, job satisfaction, organisational commitment) rather than direct. These mechanisms take place under boundary conditions defined by sectoral demands and norms which influence the interpretation and transformation of leadership behaviours into retention outcomes. The framework merges and brings together these interrelated processes in an integrated testable approach to be used in future empirical studies and for context specific leadership practice.

The leadership styles (Figure 1) are considered proximal antecedents affecting organizational relational climates. Perceived supervisor support, job satisfaction, and organizational commitment are relational and psychological mechanisms that mediate the relationship between leadership behaviours and turnover intention (TI). These pathways are influenced by boundary conditions, such as demands of the sector and cultural norms,

which can shape the interpretation and translation of leadership practice to retention outcomes. Note: Leadership styles are distal antecedents which influence relational climates. Relational and psychological processes (such as perceived supervisor support, organizational commitment and job satisfaction) serve as proximal mediators between leadership and turnover intention, and sectoral demands and cultural norms set off boundary conditions.

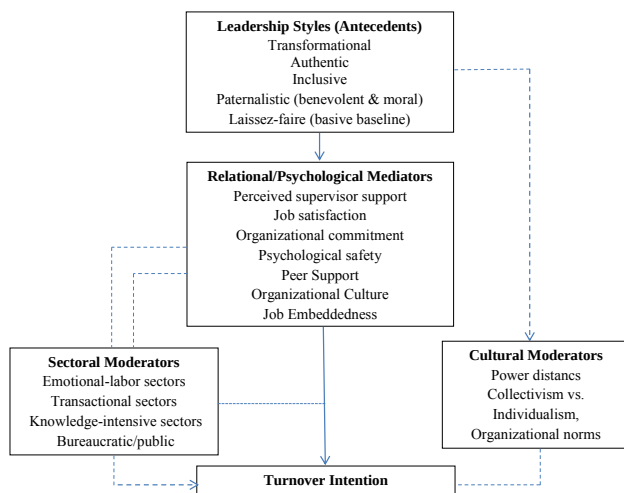


Fig. 1: Integrated Multilevel Framework of Leadership–Retention Dynamics
Source: Created by Authors

5.1 Contribution to Theory

Compared to prior reviews that primarily tested direct leadership turnover relationships or independent mediating variables, the review provides an integrative multilevel approach, which at the same time integrates relational processes, sectoral moderators, and cultural moderators. The synthesis of these components into a single framework allows the study to extend the leadership-retention theory beyond the generalized assumptions that it is universal traits that characterize it to a process-sensitive and context-sensitive perception. This review makes three contributions to the theory of leadership retention. First, it moves away from a focus on the discrete attributes of the leader to a focus on relational and psychological factors such as perceived supervisor support, job satisfaction, and organisational commitment that impact retention. Second, the framework incorporates sectoral contingencies and cultural scripts in direct response to the need for context-sensitive theorising, [38] and [41]. Third, the proposed multilevel moderated-mediation model also suggests that more sophisticated analyses (e.g., multi-group SEM and longitudinal designs) can be

used to investigate leadership effectiveness in different settings. The model captures the processual relationship between leadership behaviours, relational climates, and contextual fit, and provides a more adaptive and integrative perspective on the retention processes.

6 Conclusion

The current review synthesizes the findings of 27 empirical studies, which indicates leadership impact on the turnover intention primarily through relational and psychological mechanisms, wherein the strength and direction of these impacts are shaped by the sectoral conditions and the culture. In general, the results confirm a multilevel perspective that challenges the universalistic assumptions about leadership and focuses on enacting leadership in the context and relation. Perceived supervisor support, job satisfaction, organisational commitment, and work engagement all play a significant role in the relationship between leadership and retention, the relative importance varying depending on organisational culture and industry. Methodologically, the majority of the designs are cross-sectional, single source, making causal inference limited. There is a need for future studies to use a longitudinal, multi-source, multi-group analysis design to test moderated mediation models in various settings. Practically, effective retention needs to be supported by leadership approaches that meet the needs of the sector and the cultural expectations, meaning that the retention outcome is more a result of the way the leadership is implemented, perceived and integrated into the organisational relationships and the local culture. Future studies should attend to the longitudinal and multi-source designs that make up the current empirical trend to validate the proposed multilevel framework and to capture the dynamic activation of relational mechanisms across cultural and sectoral contexts.

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APPENDIX

Table 1. Methodological Summary of Reviewed Studies

Methodological Dimension Summary of Reviewed Studies

Number of studies	27 empirical studies
Publication period	2012–2025
Study type	Empirical quantitative studies (with limited mixed-methods evidence)
Research design	Predominantly cross-sectional; a small subset employed time-lagged or longitudinal designs
Data sources	Self-reported survey data (majority); limited multi-source designs
Analytical techniques	Regression analysis, Structural Equation Modeling (SEM), mediation, and moderated mediation analysis
Leadership styles examined	Transformational, Authentic, Inclusive, Paternalistic, Strategic, Green Leadership
Turnover-related outcomes	Turnover Intention (primary outcome variable)
Key mediating mechanisms	Perceived Supervisor Support (PSS), Job Satisfaction, Organizational Commitment, Psychological Safety, Work Engagement
Additional mediators	Organizational Culture, Job Embeddedness, Peer Support, Thriving at Work
Moderating variables	Sectoral context, national culture (power distance, collectivism), institutional formality
Sectoral contexts	Healthcare, Academia, Retail, Hospitality, Manufacturing, Public Sector, BPO, R&D
Geographical distribution	Asia, the Middle East and North Africa (MENA), Africa, Europe, North America
Cultural frameworks applied	Hofstede's cultural dimensions; GLOBE framework
Methodological strengths	Use of SEM, bootstrapped mediation, and multi-group analysis in several studies
Methodological limitations	Heavy reliance on cross-sectional, single-source designs; limited longitudinal and experimental evidence

Source: Created by the Authors

Note: To increase the transparency and reproducibility, the table provides a concise representation of the methodological nature of the reviewed studies. Frequencies are provided as a description because the review was written in a narrative form. Admittedly, the measurement scales of turnover intention, perceived supervisor support, and leadership styles that were used in the reviewed works are heterogeneous. Since it was a narrative

review that needed to be synthesized in terms of conceptual convergence and directional consistency, instead of statistically comparing the effect sizes. Accordingly, the results were interpreted in accordance with theoretical consistency and recurring patterns of relationships.

Table 2. Representative Studies on Leadership and Turnover Intention (2012–2025)

Authors (Year)	Leadership Style(s) / Support Type	Mediator(s) / Moderator(s)	Outcome Variable	Key Statistics	Sector	Country/Region	n	Research Design
[12]	PSS	Work engagement	Turnover intention	PSS→WE = 0.484; WE→TI = -0.141; Full mediation confirmed	Construction	Ghana	144	SEM + CFA
[16]	Transformational; Transactional	None	Turnover intention	TFL→TI = -0.265; TRL→TI = -0.264; R ² = 0.54	Public	Jordan	172	Survey
[17]	Transformational; Transactional	None	Turnover intention	TFL→TI = -.118 (ns); TRL→TI = -.309 (ns)	Education	Malaysia	27	Survey
[18]	Transformational; Transactional; LF	None	Turnover intention	IB→TI = -.317; MB→TI = +.225; R ² = .34	Retail	Vietnam	270	Survey
[19]	Transformational; Transactional	Organizational commitment	Turnover intention	OC→TI = -0.717; Full mediation confirmed	Insurance	Pakistan	121	Survey
[20]	Inclusive supervisory behavior	Workplace social inclusion: Age	Turnover intention	ISB→WSI = 0.607; WSI→TI = -0.377; Age×WSI→TI = -0.542	Retail	Australia	502	SEM + PROCESS
[27]	Paternalistic (BL, ML, AL)	Job satisfaction; POS	Turnover intention	BL→TI = -0.21; ML→TI = -0.26; AL→TI = +0.32; POS×JS→TI = -0.44	Healthcare	Pakistan	374	SEM + regression
[29]	Transformational; Authentic	Organizational culture	Turnover intention	TRLD→OC→TI = -0.29; AULD→OC→TI = -0.48; Direct effects ns	Service	Malaysia	417	SEM (AMOS v28)
[30]	PSS; PPS	Job embeddedness	Turnover intention	PSS→TI = 0.479; PPS→TI = 0.379; PSS→JE = 0.279; PPS→JE = 0.286	Military	USA	101	Regression + Pearson
[31]	Transformational; Authentic	None	Turnover intention	TRLD→TI = -0.156; AULD→TI = -0.274; CFI = .997; RMSEA = .023	Healthcare	Jordan	354	SEM
[32]	Green transformational leadership	PGOS; Job satisfaction	Employee retention	GTL→PGOS→JS→ER = 0.129; R ² (ER) = 0.745; GoF = 0.511	Hospitality	Egypt	428	SEM (SmartPLS)
[33]	Authentic	POS	Turnover intention	AL→TI = -0.411; POS→TI = -0.212; Partial mediation confirmed	BPO	Philippines	203	SEM (WarpPLS)
[34]	Transformational; Transactional	Trust in the supervisor	Turnover intention	TF→TI = -0.579; TIS→TI = -0.276; LS×TIS→TI = -0.157 (ns)	Public	UAE	101	SEM
[25]	Authentic	POS	Turnover intention	AL→TI = -0.044 (ns); POS→TI = -0.485; Full mediation confirmed	Multi-sector	Indonesia	109	SEM (SmartPLS 4)

[42]	Ethical; Leadership Effectiveness	Work-related stress	Turnover intention	$EL \rightarrow TI = -.215$; $LE \rightarrow TI = -.221$; $WRS \rightarrow TI = +.413$	Multi	Turkey	1,093	Survey
[43]	Transformational	Job satisfaction; OC	Turnover intention	$TL \rightarrow JS \rightarrow TI = -0.193$; $TL \rightarrow OC \rightarrow TI = -0.109$	Finance SSC	Malaysia	100	SEM
[44]	Authentic	Organizational justice	Justice perceptions	$AL \rightarrow OJ = 0.741$; $AL \rightarrow IJ = 0.771$; $AL \rightarrow INTJ = 0.650$	Hospitality	USA	172	Survey
[45]	Inclusive leadership	Work inclusion; climate	OCB	$IC \rightarrow WI = 0.671$; $WI \rightarrow OCB = 0.404$; Indirect = 0.260	Retail	Italy	2,01	SEM
[46]	Job resources	Employee engagement	Turnover intention	$JR \rightarrow EE \rightarrow TI = 0.589$; $EE \rightarrow TI = 0.660$	Pharma	Ghana	934	SEM
[47]	Transformational; Transactional; LF	OCB	Turnover intention	$LF \rightarrow TI = +.703$; $OCB \rightarrow TI = -.681$; $R^2 = .698$	Education	Pakistan	144	Survey
[48]	Transformational; Authentic	POS (moderator)	Turnover intention	$POS \times ALE \rightarrow TI = -0.177$; $POS \rightarrow TI = 0.448$	Healthcare	Bahrain	296	SEM
[49]	POS; PSS	Work-family conflict	Turnover intention	$POS \rightarrow TI = -0.421$; $PSS \rightarrow TI = -0.228$; $WFC \rightarrow TI = +0.411$	Healthcare	Bangladesh	383	SEM
[50]	Leadership style	None	Turnover intention	$LS \rightarrow TI = r = .834$; $PO \rightarrow TI = r = .887$; $Salary \rightarrow TI = r = .752$	Libraries	Nigeria	84	Correlational
[51]	Organizational justice	None	Turnover intention	$PJ \rightarrow TI = -0.448$; $DJ \rightarrow TI = -0.278$; $INTJ \rightarrow TI = -0.279$	ICT	Malaysia	30	Survey
[52]	Organizational support	OC	Job satisfaction; QoC	$OS \rightarrow OC \rightarrow JS = 0.269$; $OS \rightarrow OC \rightarrow QoC = 0.052$	Healthcare	Pakistan	352	SEM
[53]	Supportive leadership	Org. climate; POS	Employee wellbeing	$SL \rightarrow EW = 0.318$; $SL \times POS \rightarrow EW = 0.183$; $SL \rightarrow OC \rightarrow EW = 0.188$	Academia	Lebanon	141	SEM

Source: Created by the Authors