



# Fostering Employee Retention In The Education Sector: The Role Of Transformational Leadership

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## ARTICLE INFO

## ABSTRACT

**Purpose-** The main focus of the study is to examine Fostering Employee Retention in the Education Sector: The Role of Transformational Leadership.

**Design/Methodology/Approach-** Based on a systematic review of the literature, the authors carried out a content analysis on 62 peer-reviewed journal articles.

**Findings-** The results of this study show that transformational leadership does improve educational institution staff retention. Leaders with transformational skills can inspire their teams to greater heights of performance by cultivating a culture where everyone feels valued and appreciated. Increased job satisfaction, dedication, and loyalty can result from leaders effectively conveying a compelling vision and demonstrating genuine concern for the personal and professional development of their staff. As a result, there is less employee turnover, and more researchers are likely to remain in their current positions.

**Practical Implications-** Promoting employee retention in the education sector through transformational leadership has far-reaching practical implications.

**Originality/Value-** The originality and value of studying the role of transformational leadership in keeping teachers on the job come from the fact that it helps both educational research and real-world applications move forward.

**Keywords:** Employee retention, Education, Transformational Leadership, Innovation, Job Satisfaction.

## 1. Introduction

The term "employee retention" refers to the practice of keeping existing employees. Retention rates of 80 percent indicate that 80 percent of the original workforce is still with the organization after a given period. For as long as businesses have existed, ER has been a top priority, as seasoned employees are indispensable to their success (Akhtar et al., 2015). Despite the challenges posed by intense competition in the contemporary business landscape, it is evident that effective enterprise risk management (ERM) significantly influences the prosperity and longevity of organizations. Extensive research has been undertaken on the topic of employee retention (ER), showcasing its significance in various business contexts, irrespective of organizational scale or organization. The financial implications associated with employee turnover exceed the potential expenditure on compensation aimed at employee retention (Al-Husseini et al., 2021). By achieving organizational goals and instituting a reward system to retain employees, transformational leaders boost subordinates' performance. By offering a systematic assessment of the research on the relationship between employee retention and transformational leadership in the education sector, this work aims to close this knowledge gap (Choi et al., 2016; Kurdi and Alshurideh, 2020; Kossivi et al., 2016). In the subject of organizational science, employee behavior and its relationship to transformational leadership are hot topics (Amankwaa et al., 2019). Although a number of factors have been found to influence how Transformational Leadership influences employee behavior, no research has looked at how this management approach influences the probability of turnover among the younger generation of knowledge workers.

Transformational leadership is a leadership approach that prioritizes addressing current challenges, establishing novel standards, fostering comprehension, and inspiring and influencing the actions of subordinates to effectively attain organizational objectives (Amjad et al., 2015). Research indicates that the function of each manager within an organization is to assume the role of a leader, rather than solely fulfilling managerial duties. The effects of Transformational Leadership (TL) contribute to the improvement of organizational success. According to (Chaudhary and Bhaskar, 2016), Transformational Leadership (TL) also has a positive impact on employee performance within group and team settings. Over the previous decade, there has been a substantial amount of scholarly investigation conducted on the subject of TL, focusing on its correlation with various outcomes. Transformational Leadership (TL) has a significant impact on Organizational Citizenship Behavior (OCB). Moreover, employees demonstrate a tendency to surpass their designated responsibilities when a transformational leadership style is employed (Choi et al., 2016; Kurdi and Alshurideh, 2020; Kossivi et al., 2016). The cultivation of Organizational Citizenship Behavior (OCB) within Small and Medium-sized Enterprises (SMEs) is influenced by the significant role played by all four dimensions of Transformational Leadership (TL).

The systematic review of the literature on Employee Retention and Transformational Leadership is based on 62 articles, each of which has been carefully read to find the best practices for Employee Retention in Transformational Leadership. Researchers use the Ability-Motivation-Opportunity (AMO) framework to organize the results and figure out which practices that improve employees' abilities, motivation, and/or opportunities are best for transformational leadership. The AMO framework emphasizes that the mix of skills, motivations, and opportunities affects the performance of an organization through voluntary effort. Since the AMO framework is said to be a way to expand the theoretical foundations of the relationship between employee retention and transformational leadership, researchers think it's okay to use it for the relationship between employee retention and transformational leadership.

More than ever before, districts, states, and the federal government are holding educational organization and students accountable for their results. There has been a shift in the role of education and education systems toward those of commercial organizations, complete with complicated management structures and an emphasis on bottom-line performance. Effective educational leadership is essential for high performance and academic success for all students. The operational success of education is at risk unless education leaders possess the management abilities, leadership styles, and methodologies that are essential for this task. Training and development in transformational leadership styles that have been shown to improve performance in both commercial organizations and educational settings may be beneficial for education leaders (Anderson, 2017). A long tradition of diversity policy has developed in public sector companies to increase the number of minority employees. They want to increase their credibility and highlight their exemplary position via these initiatives. To improve their performance, public organizations have lately begun to use diversity management strategies to recruit, retain, and oversee diverse staff. In contrast to the narrow emphasis on hiring that characterizes conventional affirmative action and equal employment opportunity legislation, this education of thought considers the whole hiring process. The term "diversity management" refers to the set of practices that businesses put in place to encourage a more diverse and inclusive workforce, which in turn improves business results through increased legitimacy, innovation, and positive attitudes and behaviors among employees. Strategic human resource management includes diversity management, which entails altering organizational cultures and practices to better manage a diverse workforce (Ashikali, 2015).

Healthcare institutions around the globe prioritize patient safety and the quality of their services. Nonetheless, there is a substantial risk of adverse outcomes and healthcare systems are susceptible to mistakes, according to extensive research conducted in Europe and North America. The term "adverse patient outcomes or events" refers to problems with the patient's treatment that were not anticipated and led to longer hospital stays, disabilities, or even death. To Err is Human, a seminal study by the Institute of Medicine (IOM), predicts that avoidable medical mistakes cause over a million injuries and up to 98,000 deaths annually in the US. Concerningly, out of over 138,000 hospitalizations in Canada between 2014 and 2015, around 30,000 patients—or one out of every eighteen—suffered an avoidable injury that jeopardized their treatment, according to the Canadian Institute for Health Information (CIHI) (2016). The monetary toll of unfortunate occurrences is substantial, according to the research, and it is especially heavy in industrialized nations (Boamah, 2018). For example, from 2009 to 2010, the Canadian healthcare system was expected to have spent \$1.1 billion on adverse occurrences.

Leadership development, research, and comprehension are global priorities for many organizations. The importance of strong leadership in building high-performing teams is widely acknowledged across all types of organizations. As a result of both internal and external factors, leaders are confronting more complicated problems than in the past. Leaders should be able to draw out adjustments in response to environmental needs, as is seen from looking back into history. Maintaining ethical standards, complying with civic obligations, and creating a safe and fair workplace are all necessities in today's world, alongside maintaining a competitive advantage and ongoing profitability. If you want your organization to perform better, strong leadership is a must. To provide the greatest goods and services for stakeholders, leaders—who are responsible for making strategic choices about the organization—must acquire, develop, and deploy organizational resources in the most efficient way possible. To sum up, the key to every organization's competitive edge is strong leadership

(Riaz, 2010). The chance to lead does not come from being nominated by upper-level management; rather, it comes from being recognized and acknowledged by subordinates as a leadership quality. The reality is that leaders are responsible for providing their followers with the resources they need to stay motivated and move forward in pursuit of the common goal.

Leadership is more crucial than ever in today's fast-paced corporate world. Researchers are showing a growing interest in researching transformational leadership, which aligns with the current organizational emphasis on reviving and changing businesses to face the competitive challenges that lie ahead. To swiftly spot new market possibilities and cultivate the right competencies inside firms, this kind of leadership is essential. There has been a lot of writing on transformational leadership in the last 20 years (Bass, 1998). Numerous human and organizational effects may be assessed in connection to transformational leadership activities (Krishnan, 2005). While many studies have examined transformational leadership's effects, few have sought to classify those effects into distinct categories or examine the function of moderating factors in helping to achieve that goal. It is, nobody has tried to figure out how long a leader and follower have been together and how it affects the connection.

In the remainder of the paper, researchers will present the research approach and carefully describe the review process. In the results section, the Employee retention practices that come out as best in terms of promoting transformational leadership, provide evidence for the found relationships and explain the linkage based on various theoretical approaches (Cloutier et al., 2015). Combining the various findings results in a conceptual framework that highlights employee retention and transformational leadership practices plus mediators and moderators that explain the employee retention and transformational leadership relationships and the relevant theoretical approaches (Dappa et al., 2019). The practical implications, limitations, and suggestions for future research will be addressed in the discussion section of the paper.

## 2. Material and Methods

### 2.1 Research approach

Since the goal of this study was to come up with a framework that shows all of the connections between keeping employees and being a transformational leader, this framework had to be integrated. As per the viewpoint of (Das and Baruah, 2013), this is because this method allows us to analyze in depth all the relevant articles on this topic and has the potential to find other concepts that haven't been looked into yet. Systematically reviewing a literature stream also improves the quality of the review process and results by using a clear and repeatable method and a thorough and unbiased search to find and evaluate a large amount of literature (Ehrnrooth et al., 2021). Researchers used an inductive research method to look at the content of the last sample of articles.

### 2.2 Description of the review process: data collection

Data came from the "Scopus, ISI Web of Knowledge, and Google Scholar databases". Scopus and ISI Web of Knowledge have the most peer-reviewed journals in the social sciences in their databases, and Google Scholar is one of the largest (Erasmus et al., 2015). For the first search, the researcher used the search terms and keywords "Employee retention, Education, Transformational Leadership, Innovation, Job Satisfaction" alone and in combination with the Boolean "AND" and "OR" operators.

### 2.3 Description of the inclusion criteria

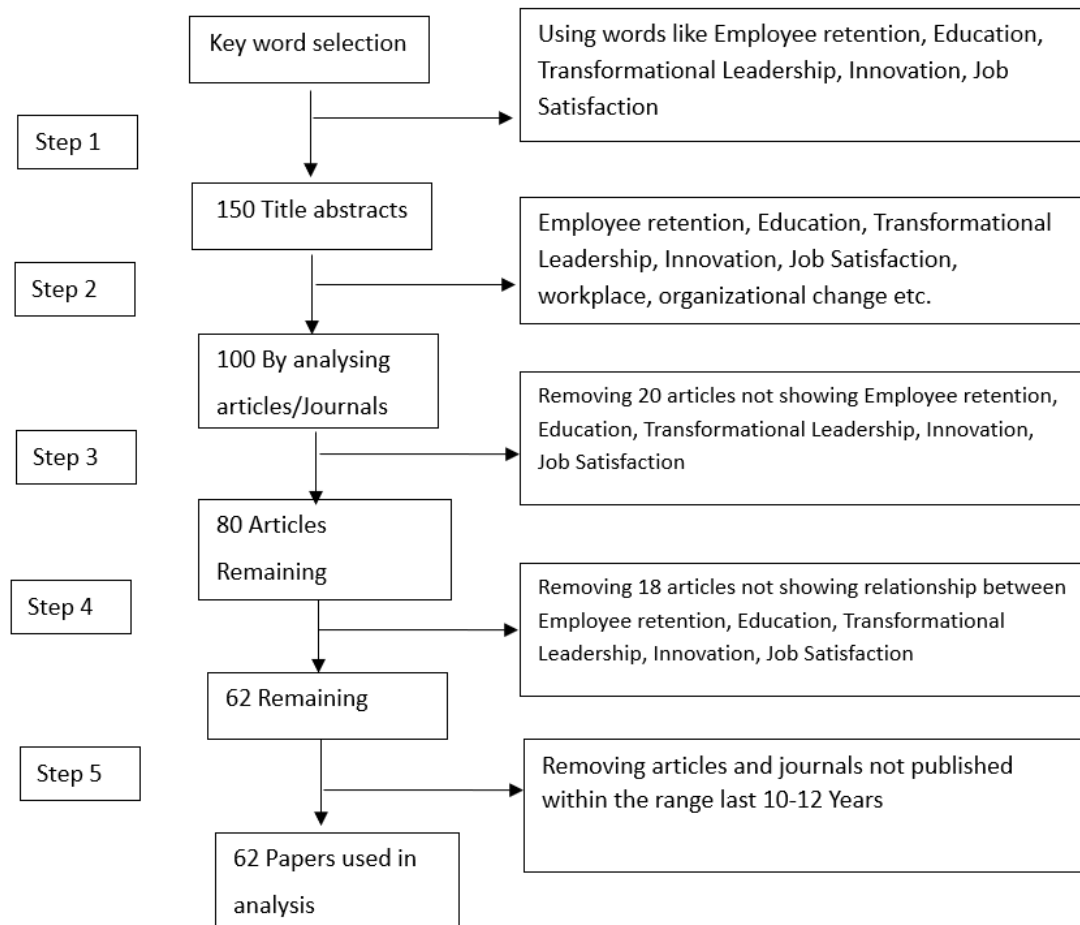
According to (Ferahtia, 2021), for the articles to be included in this review, they had to meet certain criteria. The amount of research on keeping employees and leading in a way that changes things has grown a lot. So, for this systematic review of the literature, researchers only looked at articles written in the last 10–12 years. Also, the articles had to be published in peer-reviewed journals with an impact factor, which is thought to have the most valid information and therefore the most influence in the field. They had to be written in English and contain research about "Employee retention, education, transformational leadership, innovation, and job satisfaction.

### 2.4 Data extraction procedure

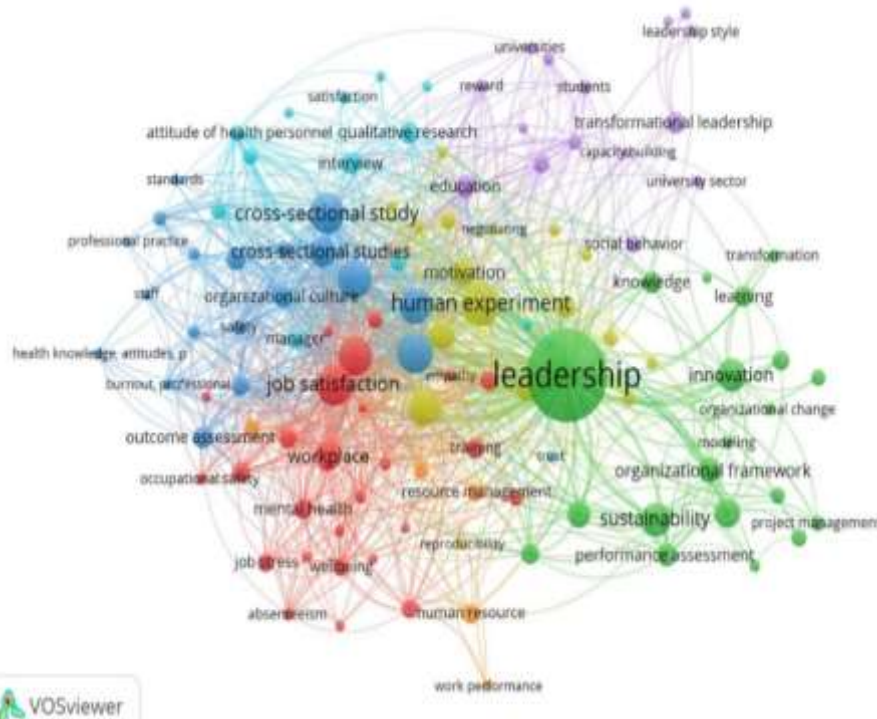
The first step of the sample analysis included a check for redundant data. Following this, the abstracts were reviewed against the inclusion criteria (Frye et al., 2020). If the paper still appeared relevant, the methodology and discussion sections were then read and summarised including any impact of Employee retention on transformational leadership.

**(Figure 1) and (Figure 2)** presents a flow chart visualizing the selection process for articles to be included in this review and cluster presentation of the Keywords used for literature review respectively. Step 1 identified a total of 150 articles (Google Scholar: 86; Scopus: 34; and ISI Web of Knowledge: 30 articles). Step 2 reduced the sample to 100 articles because of redundancies between the different search engines. In Step 3, the abstracts of the remaining 100 articles were checked regarding the inclusion criteria, leading to the removal of

a further 20 articles, which left 80 articles. The introduction, methodology, and discussion sections of these articles were checked in detail against the inclusion criteria (Step 4), leading to a further 18 articles being rejected.



**Figure 1: Visualizing the Selection Process for Articles: the PRISMA Model**



**Figure 2: Cluster presentation of the Keywords used for literature review**

## 2.5 Description of the sample analysis

According to (Giao et al., 2020), to ensure that the studies included used a consistent interpretation of Employee retention, the authors' definitions were reviewed. After making sure that the Employee retention was in line with what was needed for the review, the transformational leadership practices were evaluated as part of the content analyses. The articles were compared based on the research question or objective, the theoretical frameworks used, the transformational leadership practices looked at, the sample used, the research design and method, and the main findings (Hadi and Ahmed, 2018). The definitions that were used and how well they fit with the measures were looked at. This was done to make sure that the transformational leadership practices that each researcher looked into were pretty much the same. In this way, an inductive method is used to figure out what the best transformational leadership practices are for keeping employees (Haider et al., 2015). The 62 articles in the final sample showed several connections between keeping employees and transformational leadership.

## 3. Results

### 3.1 Employee retention in the education sector

As inspired by (Hanaysha, 2016), employee retention refers to the strategic efforts employed by organisations to incentivize and motivate employees to remain in their positions for an extended duration, ideally until the fulfillment of a specific project or for the longest possible tenure. The retention of employees confers advantages to both the organization and the individual employee. Contemporary employees exhibit distinct characteristics in comparison to their predecessors. Those individuals do not possess favourable opportunities at their disposal. Once individuals experience a sense of discontentment with their present employer or job, they promptly transition to a new employment opportunity. The retention of top-performing employees is a crucial obligation that falls upon the employer. An effective employer will have the expertise to find and keep talented employees (Ikram et al., 2021). Compensation, support, relationships, environment, and growth are just some of the many important aspects of an organization that contribute to employee retention. According to (Iqbal et al., 2019), employers engage in employee retention as a strategic endeavour to create a working environment that encourages current employees to stay put. This is accomplished by adopting procedures and policies that meet the various requirements of employees.

(Iqbal and Hashmi, 2015) stated that keeping important employees around is crucial to an organization's long-term health and success. Retaining high-performing employees has been shown to have numerous positive effects on businesses. Improved customer satisfaction, increased product sales, fulfilled coemployees and reporting staff, smooth transitions of leadership, and a solid knowledge and learning base are just a few of the benefits (Iqbal et al., 2017). Businesses worry about employee turnover for many reasons. These include spending time and money on training new hires, losing valuable institutional knowledge, dealing with unsatisfied employees, and paying for expensive recruitment campaigns. Therefore, the failure to retain key employees can be a financially burdensome situation for an organization. According to multiple estimates, the financial impact of losing a middle manager in the majority of organizations is estimated to be up to five times the individual's salary (Irefin and Mechanic, 2014). Employers who possess high levels of intelligence consistently recognize the significance associated with the retention of top-tier talent. The significance of talent retention in the Indian context has reached unprecedented levels, although there have been notable shifts in this regard in recent times. According to (Kanste and Halme, 2014), in major urban areas of India, there exists an abundance of opportunities for individuals who excel in their respective fields, extending not only to the most accomplished professionals but also to those who rank second or third in terms of expertise. The importance of employee retention and effectively managing attrition issues has become increasingly significant for organizations (Karakhan et al., 2021).

To achieve the firm's objectives, transformational leadership shapes the core beliefs and values of the employees. Compared to transactional leadership, this type of leadership often produces better results (Bass and Avolio, 2000). A lack of knowledge and speculation surrounds the mechanisms by which a transformative leader influences performance, even though data suggests that this effect is enormous. There is a dearth of research that methodically follows the chain of events from transformational leadership's impacts on performance to the impact of leaders' views on various knowledge and innovation-related strategic factors (García-Morales et al., 2008). Management of knowledge and innovation are critical activities in today's information culture. They allow us to build, use, and enhance organizational performance by creating, exploiting, renewing, and applying knowledge flows in new ways. In this view, a transformational leader's job is to oversee an organization that is "based on knowledge," or a network that can take in new information (its "absorptive capacity"), use what it already has (its "knowledge used" and "knowledge slack"), and so on. This sharing of information results in a knowledge flow that, via several transformational processes (organizational learning), produces new knowledge. This, in turn, builds crucial competencies for the organization via innovation.

Organizations, and educational institutions in particular, are now operating in a fiercely competitive global landscape defined by lightning-fast technological advancements. Organizational survival, development, and productivity are greatly impacted by entrepreneurship. This is because organizations, whether for-profit or non-profit, face increased complexity, unpredictability, and competition, as well as finite resources and the

need for constant change. It has been acknowledged that corporate entrepreneurship occurs at the level of organizations. As a result, some have proposed that entrepreneurialism is best understood as the propensity of an organization to consistently introduce both subtle and significant changes to its internal and external environments. Therefore, it has been proposed that the internal and external organizational contexts should be included while studying entrepreneurship (Eyal, 2004). There has been an emphasis on managers' and leaders' roles as entrepreneurs and agents of change in this field.

For organizations to achieve their goals efficiently, leadership is now essential. Researchers in the field of behaviourism have long sought to pin down the characteristics of effective leaders and how they influence their followers to achieve collective goals. The characteristics method was the primary emphasis of early 20th-century leadership research. Characteristics and competencies of effective leaders have sparked more debate than perhaps any other topic in history. According to Çelik (1999) and Kirkpatrick and Locke (1991), these ideas postulate that leaders possess distinct traits compared to non-leaders. However, a movement has emerged that highlights leadership style or conduct, since the belief that personal traits are the only determinants of effective leadership could not be adequately shown in the late 1940s (Sagnak, 2010). The premise that leaders should act in a certain way to achieve their goals has been the bedrock of this strategy.

### **3.2 Role of Transformational Leadership in the Education Sector**

As times change, new difficulties and challenges arise in the field of education. Adapting and growing education in the age of the 4.0 industrial revolution is one of the current challenges in the field (Keir and Youssif, 2016; Karakhan et al., 2021; Irefin and Mechanic, 2014). Organization 4.0 is predicated on the idea that machines, workflows, and systems can be integrated through the use of intelligent networks implemented at various points along the supply chain and production process. Many changes are on the horizon for Indonesia's educational system as a result of the era of industrial revolution 4.0, also known as the era of disruption (Khalid and Nawab, 2018; Irefin and Mechanic, 2014). For education to progress in the 4.0 era, humans will need to be able to adapt their mindsets and methods of administration accordingly.

(Khan et al., 2019) assert that education leadership is the art of influencing others to alter their behavior in ways that have the greatest impact. Leaders in the field of education are among the first and most important researchers who will need to adapt to changes brought on by the 4.0 era. For education to stay relevant, principals must be able to think outside the box and implement novel approaches to management (Kossivi et al., 2016). For educational institutions to keep up with the times, their leaders need to be comfortable conceiving novel concepts that take advantage of cyber-based digital media (Kurdi and Alshurideh, 2020; Kossivi et al., 2016). Leaders in the field of education are doing their part by promoting the three pillars of the new literacy movement: "digital literacy, technological literacy, and human literacy". Education leaders play a crucial role in advancing the new literacy movement of the 4.0 era (Lee et al., 2017). Educational leaders need to be able to guide educators and students in making sense of and using the literacy third. Enhancing comprehension, analysis, and application of Big Data in the digital realm is one of the primary goals of promoting digital literacy. Learning how to operate and make effective use of machines and other forms of technology is an important part of technological literacy (Malik and Garg, 2020).

The success of the new literacy movement relies on the collective commitment and awareness of all stakeholders to transition from the old paradigm to a new paradigm, leveraging the advancements in information and communication technology. Educational leaders play a crucial role in leading this transformation (Naidoo et al., 2019). In the 4.0 industrial revolution, the role of information and communication technology cannot be expanded in the management of educational institutions, so its use has become increasingly important. During this Fourth Industrial Revolution era, cyber-based media have become increasingly important in bolstering classroom instruction (Nasir and Mahmood, 2016).

Numerous studies have investigated the effects of different leadership styles since Burns first proposed the idea of transformative leadership in 1978. The majority of recent research on transformational leadership has focused on its influence on organizational outcome factors. While there is a dearth of literature on the topic of transformational leadership in online classrooms and its effects on student performance, the studies that did help shape the study's hypotheses provided a good overview of the differences between transformational and transactional leadership as well as transformational leadership in the classroom. When leaders and followers work together to inspire and uplift each other to greater heights of motivation, performance, and morality, a phenomenon known as transformational leadership emerges, as first proposed by Burns (1978). Previous research has characterized transformational leaders as being creative, visionary, passionate, empowering, and very participatory (Harrison, 2011). Idealized influence, intellectual stimulation, personalized attention, and inspiring drive were the four areas into which Bass (1985) classified transformational leadership behaviors, building on Burn's earlier work.

Organizational environments are complex, and this is shown by the fact that empowerment mediates the link between transformational leadership and service quality. As this research has shown, both the work atmosphere and the final service results perceived by consumers may be influenced by transformational leadership. Leaders with a transformational style motivate their staff to think beyond the box and accomplish extraordinary things. This study confirms previous findings that indicate certain leadership traits positively affect service quality. Services marked by creativity, responsiveness, and a true dedication to customer happiness are more likely to be delivered by employees who feel empowered, directed, and driven by

transformational leaders. This link is further understood by considering the mediating function of empowerment. It implies that empowering researchers is one-way transformational leadership impacts service quality. An organization's ability to realize its leader's vision of high-quality, measurable services is directly correlated to the degree to which its members experience autonomy, trust, and encouragement (Ismail et al., 2009). Additionally, this research suggests that businesses looking to improve service quality should acknowledge the importance of empowerment as a means to improve service quality and focus on developing transformational leadership. An additional strategy for cultivating a service-oriented culture in the organization is to devise interventions and tactics that aim squarely at empowering employees.

## 4. Discussions

### 4.1 Theoretical implications

According to (Njanjobea, 2016), firstly, it adds to the larger literature on employee retention by enhancing the understanding of retention dynamics in the education sector by focusing on sector-specific strategies and factors. As a second benefit, it demonstrates how intrinsic motivation and job satisfaction play a part in keeping teachers in the classroom, highlighting the significance of balancing individual needs with those of the workplace (Oke et al., 2016). Moreover, the study highlights the significance of supportive leadership and opportunities for professional development as critical factors in retaining educators (Papa et al., 2020). With its emphasis on sector-specific considerations and reiteration of the multifaceted nature of retention strategies in the education sector, this study contributes to the theoretical framework for employee retention (**Table 1**). According to (Peng et al., 2020), a central idea in management and leadership, contingency theory argues that there is no one best approach to management or leadership. It argues, instead, that the efficacy of leadership techniques is conditional on several contextual factors that are collectively referred to as "contingencies." All sorts of things can go wrong, from internal factors like an organization's structure and the personalities of its employees to external ones like the conditions in which their projects must be completed (Raja and Kumar, 2016). The idea that there is no universally applicable model of leadership is central to contingency theory. Unlike earlier management theories that promoted static leadership styles, contingency theory emphasizes the importance of being flexible and adaptable in the role of a leader (Ramlall, 2004).

When it comes to retaining teachers and other education staff, transformational leadership and the principles of contingency theory go hand in hand (Saira et al., 2021). Using contingency theory here acknowledges that factors unique to educational institutions affect the success of different leadership strategies. Employee retention is a major issue in the education sector, and research has shown that transformational leadership, which emphasizes inspiring and motivating followers, can help (Salazar et al., 2016). The importance of contextual factors is recognized as central to contingency theory. The varied requirements and motivations of educators, the unique difficulties faced by educations, and the ever-shifting nature of the educational landscape are all examples of such variables. According to the principles of contingency theory, effective leaders can adjust their methods of leadership to meet the specific needs of any given circumstance (Selesho and Naile, 2014). Building trust, encouraging a common goal, and giving researchers a voice are all hallmarks of transformational leadership, which can prove effective under these conditions.

Prior studies have shown that transformational leadership can bring about positive results for educators. If a education's leader exhibits transformational behavior, for instance, teachers at that education are more likely to be satisfied with their principal, to put in more effort than their peers, and to be dedicated to the organization's success. Leadership effects have been the subject of little research on the correlation between principal behavior and student achievement in the classroom. According to studies on effective education leadership, transformational strategies benefit classroom instructors. At its core, transformational leadership is a commitment to helping team members develop personally and professionally while increasing their investment in the organization's success. Transactional leaders, on the other hand, get things done for the organization without caring about the employees or their motivations (Ross, 2006). Compared to competing frameworks like instructional leadership, transformational leadership offers a stronger theoretical basis for understanding principal behavior. This is because, when considering principals as transformational leaders, researchers are more likely to look into the factors at work that affect the results of reform efforts, education decision-makers are more likely to consider teachers' professionalism, and the fact that teachers' actions cannot be defined with precision in their means and ends are also recognized.

The complex dynamics in organizational environments are brought to light by studying the mediating role of empowerment in the link between transformational leadership and service quality. As this research has shown, both the work atmosphere and the final service results perceived by consumers may be influenced by transformational leadership. Leaders with a transformational style motivate their staff to think beyond the box and accomplish extraordinary things. This study confirms previous findings that indicate certain leadership traits positively affect service quality. Services marked by creativity, responsiveness, and a true dedication to customer happiness are more likely to be delivered by employees who feel empowered, directed, and driven by transformational leaders. This link is further understood by considering the mediating function of empowerment. It implies that empowering researchers is one-way transformational leadership impacts service quality. An organization's ability to realize its leader's vision of high-quality, measurable services is directly correlated to the degree to which its members experience autonomy, trust, and encouragement (Geijsel et al.,

2003). Additionally, this research suggests that businesses looking to improve service quality should acknowledge the importance of empowerment as a means to improve service quality and focus on developing transformational leadership. An additional strategy for cultivating a service-oriented culture in the organization is to devise interventions and tactics that aim squarely at empowering employees.

Revolutionary, transformative change is desperately needed by organizations in both the public and commercial sectors! Changes and enhancements on an incremental level will not suffice. We need to develop companies that attract and keep great leaders and researchers, and we need to accomplish everything quicker, smarter, and better. Companies that respond positively to this need for transformation and move swiftly to implement the changes that are both possible and necessary will likely succeed (Warrick, 2011). As more and more well-known businesses fail to thrive in today's business climate—characterized by widespread uncertainty, rapid change, fierce competition, frequent reorganization, reduction in staff, and budget cuts—the remaining firms may find it challenging to adapt.

#### **4.2 Practical implications**

It highlights the importance of educations and colleges prioritizing strategies that increase job satisfaction and intrinsic motivation among their staff, such as providing a supportive workplace and publicly acknowledging teachers' achievements. As per the viewpoint of (Shakeel and But 2015), the research shows that leadership is crucial to employee retention, so educations should provide opportunities for leaders to grow and learn to produce more caring and capable supervisors. Finally, the research highlights the significance of providing educators with opportunities for ongoing professional development that not only improves their skills but also keeps them engaged and committed to their roles (Sun and Wang, 2017).

#### **4.3 Limitations**

The study could be affected by a phenomenon known as "selection bias," in which the data and responses come primarily from educators who are more motivated or satisfied with their jobs, while those who have already left or are dissatisfied are overlooked. Second, participants may provide socially desirable responses or overestimate their experiences if the study relies on self-reported data, as is common in surveys and interviews (Yadav and Dabhade, 2014). Research may also fall short of capturing the dynamic and evolving nature of the education sector because conditions and challenges can vary greatly by location, institution type, and period. Finally, budgetary and resource constraints that educations might face when attempting to implement retention strategies are not taken into account in the study's recommendations.

### **Conclusion**

Long-term success in the education organization can only be achieved via a planned and imaginative strategy that prioritizes staff retention. A key component of this approach is transformational leadership. To retain brilliant and committed teachers, it is essential to provide an encouraging and supportive work environment, and this research has explored the role of transformational leadership in this regard. In the field of education, transformational leaders are defined by their capacity to motivate and enable their colleagues. Employee happiness and engagement are greatly enhanced when leaders cultivate a common vision, inspire creativity, and instill a sense of purpose. These executives foster an environment of trust and cooperation by going above and beyond the call of duty to form genuine relationships with their employees. The effects of transformative leadership go much beyond boosting morale and productivity in the workplace. The ever-changing nature of education is in harmony with the transformational leader's focus on lifelong learning. Not only do great leaders help their team members develop professionally, but they also improve the education as a whole by fostering an environment that is open to new ideas and changes.

In an age of rising competition for qualified professionals and teacher shortages, the need for transformational leadership in retaining employees has never been greater. Student performance and the institution's reputation are both improved when educations emphasize transformational leadership, which helps recruit and retain top faculty. A strong emphasis on transformational leadership is critical for educational institutions to succeed and provide high-quality learning experiences. This kind of leadership not only solves the pressing problem of staff retention but also lays the groundwork for long-term success in the dynamic education organization. The use of transformational leadership methods is a crucial tactic for educational institutions to forge a strong and committed staff as they face the ongoing challenges of human resource management.

### **Future scope**

The potential of transformative leadership to increase staff retention in educational institutions provides a foundation for further study and real-world application in this area. Looking forward, several areas might benefit from more research and development. Research on the unique approaches and methods used by transformational leaders in the classroom is urgently needed. To better meet the specific demands of the education sector, leadership training programs should analyse these leaders' subtle cues for inspiring and motivating educators, fostering professional development, and creating a healthy corporate culture. Furthermore, other types of education personnel may be the focus of future studies that investigate the effects



of transformational leadership. To get a more nuanced knowledge of this leadership style's efficacy across multiple jobs in the sector, it is important to examine its effects on retention among administrative employees, support researchers, and academics in various academic disciplines.

Additionally, new dynamics in leadership and workforce management are introduced by the incorporation of technology in education. An interesting direction for future research may be to investigate how transformational leadership changes in the digital era and how technology can be used to improve leadership practices in the field of education. This encompasses the possible function of technology-driven communication, online professional development, and virtual leadership in maintaining employee engagement and retention. There is a growing need for cross-cultural research on the effects of transformative leadership on staff retention in light of the changing educational environment throughout the world. The development of culturally sensitive leadership techniques may be advanced by studying how cultural variables impact the efficacy of transformational leadership in various educational environments. Finally, given the ever-changing nature of the education organization, it would be interesting to see how transformational leadership impacts the resilience and flexibility of institutions in the long run. For long-term organizational performance, it is instructive to study how institutions built on transformational leadership handle changes in educational policy, economic volatility, and social expectations. There is a wealth of potential future study on how transformative leadership might help the education organization retain its employees. Researchers and educators can help make educations better at preparing students for the future by focusing on these areas, which will lead to better leadership practices and higher-quality education overall.

### Disclosure of conflict of Interests

There is no conflict of interests.

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**Table 1: Discussion and most important findings of the selected papers**

Author & year	Research title	Research method	Findings
Akhtar, C. S., Aamir, A., Khurshid, M. A., Abro, M. M. Q., & Hussain, J. (2015)	Total Rewards and Retention: Case Study of Higher Education Institutions in Pakistan	Quantitative	It is widely anticipated by societies that higher education systems play a significant role in fostering overall development. However, the extent to which this development is realized is contingent upon the presence of qualified and competent staff within higher education institutions. Preserving this valuable resource is of paramount significance for institutions of higher education.
Hanaysha (2016)	Testing the Effects of Employee Engagement, Work Environment, and Organizational Learning on Organizational Commitment	Quantitative	The topic of organisational commitment has been extensively studied within the field of organisational behavior. The primary aim of this study is to examine the impact of work engagement, organisational learning, and work environment on organisational commitment within the higher education sector.
Ikram, A., Fiaz, M., Mahmood, A., Ahmad, A., & Ashfaq, R.(2021)	Internal Corporate Responsibility as a Legitimacy Strategy for Branding and Employee Retention: A Perspective of Higher Education Institutions	Qualitative	Branding activities afford an opportunity to cultivate an internal culture, establish operational procedures, and implement an organizational framework that enables employees to leverage their skills to their fullest potential. The implementation of internal corporate social responsibility (CSR) initiatives within an organization has been found to positively impact employee commitment which ultimately improves the rate at which employees remain with the organization.
Raja, D. V. A. J., & Kumar, R. A. R (2016)	A study on employee retention in education sector	Qualitative	The research project titled "Employee Retention" aims to investigate the perspectives and attitudes of different employee categories at Soundarya Education, Soundarya Institute of Management and Science, and Sri Krishna Engineering College in Bangalore regarding employee retention within the institution.
Naidoo, V., Abarantyne, I., & Rugimbana, R (2019)	The impact of psychological contracts on employee engagement at a university of technology	Quantitative	The objective of this study is to ascertain the specific elements within the psychological contract of academic employees that are influencing their level of engagement at a university of technology.
Amankwaa, A., Gyensare, M. A., & Susomrith, P. (2019)	Transformational leadership with innovative behaviour: Examining multiple mediating paths with PLS-SEM	Quantitative	The objective of this study is to analyze the various mediating mechanisms by which transformational leadership influences innovative work behaviour (IWB). The authors of this study examine the relationship between transformational leadership and innovative work behaviour, focusing on three mediating paths: job autonomy, affective commitment, and supportive management.
Ferahtia (2021)	SURFACE WATER QUALITY ASSESSMENT IN SEMI-ARID REGION (EL HODNA WATERSHED,	Quantitative	The objective of this study was to examine the impact of transformational leadership on perceived organizational support, job satisfaction, and life satisfaction. Additionally,

	ALGERIA) BASED ON WATER QUALITY INDEX (WQI).		the study aimed to investigate the relationship between perceived organizational support and job satisfaction, as well as the relationship between job satisfaction and life satisfaction.
Keir, A., & Youssif, M. (2016)	Staff Perceptions of How Human Resource Management Practices influence Organisational Performance: Mediating roles of Organisational Culture, Employees' Commitment and Employee Retention in Bahrain Private Universities	Qualitative	The research findings suggest a positive correlation between human resource (HR) practices and staff perceptions of organisational performance. This relationship is further influenced by factors such as organisational culture, employee retention, and employee commitment.
Oke, A. O., Ajagbe, M. A., Ogbari, M. E., & Adeyeye, J. O. (2016)	Teacher Retention and Attrition: A Review of the Literature	Qualitative	The significance of the teaching profession and the crucial roles that teachers assume in fostering the development of a nation's human capital cannot be overstated.
Saira, S., Mansoor, S., & Ali, M. (2021)	Transformational leadership and employee outcomes: The mediating role of psychological empowerment	Qualitative	The objective of this research is to conduct an empirical examination of the mediating role of psychological empowerment in the association between transformational leadership and two employee outcomes, namely organizational citizenship behaviour and turnover intention.
Shakeel, N., & But, S. (2015)	Factors Influencing Employee Retention: An Integrated Perspective	Quantitative	In the contemporary business landscape, employees often choose to depart from their respective organizations due to a multitude of factors. The significance of employees' knowledge in acquiring a competitive edge in the contemporary business landscape has been widely recognized (Hall, 1993). The organizations are making efforts to retain the most highly skilled employees.
Chaudhary, N. S., & Bhaskar, P. (2016)	Training and Development and Job Satisfaction in Education Sector	Quantitative	The consumers of higher education have increasingly high expectations for performance quality, which is further complicated by the rapid evolution of knowledge, technology, and the methods employed in academic work.
Frye, W. D., Kang, S., Huh, C., & Lee, M. J. M. (2020)	What factors influence Generation Y's employee retention in the hospitality organization?: An internal marketing approach	Quantitative	The entrance of individuals belonging to Generation Y into the hospitality job market has raised questions regarding their inclination to sustain long-term careers in this organization, as limited knowledge exists on this matter.
Bala, M. L., & Jayavardhini, M. V. A. (2021)	A Study on Employee Retention in Higher Education with Special Reference to Thanjavur District	Qualitative	The primary concerns for higher education institutions are the retention of faculty members and the financial compensation provided to employees. This is because these institutions often face the challenge of losing highly qualified staff to the private sector or other academic institutions that can offer more attractive incentives and salaries.
Kanste, O., & Halme, N. (2016)	The Collaboration Management and Employee Views of Work and Skills in Services for Children and Families in Finnish Municipalities	Quantitative	This study investigated the relationship between collaboration management and employee perceptions of work and skills in the healthcare, social welfare, and education sectors that cater to children and families in local communities.
Hadi, N. U., & Ahmed, S. (2018)	Role of Employer Branding Dimensions on Employee Retention: Evidence from the Educational Sector	Quantitative	Due to the competitive nature of the labor market, organizations are currently facing challenges in their pursuit of becoming the most desirable employers. Therefore, the primary objective of every organization is to attract, recruit, and retain talented human capital.
Yücel (2021)	Transformational Leadership and Turnover Intentions: The Mediating Role of Employee Performance during the COVID-19 Pandemic	Qualitative	The primary objective of this research paper is to elucidate the influence of transformational leadership on employees' intentions to leave their organizations, taking into consideration the mediating role of their performance.
Yadav, R. K., & Dabhade, N. (2014)	Work-Life Balance and Job Satisfaction among the Working Women in the Banking and Education Sector – A Comparative Study	Qualitative	In the contemporary context, the attainment of work-life balance among female employees is widely regarded as a significant objective. The absence of job satisfaction and stability in one's life can potentially give rise to a predicament for women who are engaged in employment.
Selesho, J. M., & Naile, I. (2014)	Academic Staff Retention As A Human Resource Factor: University Perspective	Quantitative	The persistent lack of academic personnel and the inability of universities to retain high-quality academic staff remain significant factors influencing the evolving opportunities and possibilities within knowledge formation and learning.

Nasir, S. Z., & Mahmood, N. (2016)	Determinants of Employee Retention: Evidence from Pakistan	Quantitative	The issue of employee retention poses a significant challenge for contemporary managers and organizations. Employee retention refers to the implementation of strategies aimed at fostering employee commitment and encouraging them to remain with the organization for an extended duration.
Irefin, P., & Mechanic, M. A. (2014)	Effect of Employee Commitment on Organizational Performance in Coca Cola Nigeria Limited Maiduguri, Borno State	Qualitative	This study investigates the impact of employee commitment on organizational performance, focusing specifically on Coca Cola Nigeria Limited.
Iqbal, S., Guohao, L., & Akhtar, S. (2017)	Effects of Job Organizational Culture, Benefits, and Salary on Job Satisfaction Ultimately Affecting Employee Retention		Employee retention has become a highly significant concern in contemporary times. The financial implications of losing talented, experienced, and skilled employees are significantly greater than the costs associated with recruiting and onboarding new employees.
Iqbal, K., Fatima, T., & Naveed, M. (2019)	The Impact of Transformational Leadership on Nurses' Organizational Commitment: A Multiple Mediation Model	Quantitative	The present study posited that the implementation of a transformational leadership style by nursing staff supervisors can foster a sense of commitment among nurses.
Das, B. L., & Baruah, M. (2013)	Employee Retention: A Review of Literature	Quantitative	The workforce is a vital component of every organization. Although the majority of contemporary organizations are characterized by their reliance on technology, it remains essential to have human resources in place to effectively operate and manage this technology.
Erasmus, B. J., Grobler, A., & Van Niekerk, M. (2015)	EMPLOYEE RETENTION IN A HIGHER EDUCATION INSTITUTION: AN ORGANISATIONAL DEVELOPMENT PERSPECTIVE	Quantitative	Talent retention and employee turnover pose significant challenges for higher education institutions (HEIs) as they experience the departure of highly skilled personnel to both the private sector and other HEIs that provide more attractive incentives and advantages.
Ehrnrooth, M., Barner-Rasmussen, W., Koveshnikov, A., & Törnroos, M. (2021)	A new look at the relationships between transformational leadership and employee attitudes— Does a high-performance work system substitute and/or enhance these relationships?	Qualitative	Research on leadership and human resource management (HRM) has advanced separately, despite both attempting to explain similar outcomes.
Khan, M. A., Md Yusoff, R., Hussain, A., & Binti Ismail, F	The Mediating Effect of Job Satisfaction on the Relationship of HR Practices and Employee Job Performance: Empirical Evidence from the Higher Education Sector	Quantitative	The objective of this study is to examine the impact of human resource practices (HR) on employee job performance, with a focus on the mediating role of job satisfaction.
Kossivi, B., Xu, M., & Kalgora, B. (2016)	Study on Determining Factors of Employee Retention	Qualitative	The employees of an organization are considered to be its most valuable assets. The importance of individuals to organizations necessitates not only the requirement to attract highly skilled individuals but also the imperative to retain them over an extended period.
Karakhan, A. A., Gambatese, J. A., Simmons, D. R., & Al-Bayati, A. J. (2021)	Identifying Pertinent Indicators for Assessing and Fostering Diversity, Equity, and Inclusion of the Construction Workforce	Quantitative	The construction workforce has been adversely affected by structural prejudices and unconscious biases present within the construction organization.
Khalid, K., & Nawab, S. (2018)	Employee Participation and Employee Retention given Compensation	Qualitative	This study aims to examine the correlation between various forms of employee participation, including delegation, consultative, worker director, and worker union, with employee retention. Additionally, it seeks to explore the role of employee compensation as a moderator in this relationship.
Lee, T. W., Hom, P. W., Eberly, M. B., Junchao (Jason) Li, & Mitchell, T. R. (2017)	On The Next Decade of Research in Voluntary Employee Turnover	Quantitative	Over the past century, a substantial number of scholarly articles, totaling at least two thousand, have been dedicated to the examination of voluntary employee turnover. Several authors have conducted a comprehensive review of the theory and research about employee turnover.
Hanaysha (2016)	Improving employee productivity through work engagement: Empirical evidence from higher education sector	Qualitative	The topic of employee productivity has garnered considerable attention from scholars, who view it as a crucial mechanism for improving organizational success.
Dappa, K., Bhatti, F., & Aljarah, A. (2019)	A study on the effect of transformational leadership on job satisfaction: The role of gender, perceived organizational politics and perceived organizational commitment	Quantitative	The objective of this study is to enhance comprehension of the correlation between the transformational leadership style and employee job satisfaction. This will be achieved by examining the role of gender as a moderator, as

			well as the mediating effects of perceived organisational politics and perceived organisational commitment. The study will focus on employees within the banking sector in North Cyprus.
Kurdi, B., & Alshurideh, M. (2020)	Employee retention and organizational performance: Evidence from banking organization	Qualitative	One may question the reasons behind the departure of highly qualified and skilled employees from their respective organizations.
Salazar, A. M., Haggerty, K. P., & Roe, S. S. (2016)	Fostering Higher Education: A Postsecondary Access and Retention Intervention for Youth with Foster Care Experience	Quantitative	The majority of young individuals in foster care express a desire to pursue higher education; however, they encounter significant challenges in their pursuit.
Anderson (2017)	Transformational leadership in education: A review of existing literature	Qualitative	Results for students, motivation for teachers, and a education climate that encourages creativity and teamwork have all been shown to improve under transformational leadership in education.
Ashikali, T., & Groeneveld, S. (2015)	Diversity management in public organizations and its effect on employees' affective commitment: The role of transformational leadership and the inclusiveness of the organizational culture.	Qualitative	Diversity management, transformational leadership, and an inclusive culture improve public employees' emotional commitment, boosting engagement and commitment.
Boamah, S. A., Laschinger, H. K. S., Wong, C., & Clarke, S.	Effect of transformational leadership on job satisfaction and patient safety outcomes	Quantitative	Transformational leadership improves work satisfaction and patient safety, demonstrating a relationship between leadership style, staff well-being, and patient care.
Riaz, A., & Haider, M. H. (2010)	Role of transformational and transactional leadership on job satisfaction and career satisfaction	Qualitative	The interaction of transformational and transactional leadership affects work and career satisfaction, showing how leadership styles affect employee happiness and fulfillment.
Krishnan (2005)	Transformational leadership and outcomes: Role of relationship duration.	Qualitative	Transformational leadership's impact on results depends on the leader-follower relationship's longevity.
García-Morales, V. J., Lloréns-Montes, F. J., & Verdú-Jover, A. J. (2018)	The effects of transformational leadership on organizational performance through knowledge and innovation	Quantitative	Transformational leadership boosts organizational performance by encouraging knowledge production and innovation, promoting continuous learning and strategic progress.
Eyal, O., & Kark, R. (2004)	How do transformational leaders transform organizations? A study of the relationship between leadership and entrepreneurship	Qualitative	Transformational leaders develop an entrepreneurial spirit, inventiveness, and adaptability in their organizations via a strong link between leadership and entrepreneurship.
Sangak (2010)	The relationship between transformational education leadership and ethical climate.	Quantitative	Transformational education leaders contribute to an ethical organizational culture, according to the results.
Harrison (2011)	Instructor transformational leadership and student outcomes.	Qualitative	Transformational leadership attributes like inspiration, intellectual stimulation, and customized concern can create a good learning environment that promotes student performance and well-being, according to the research.
Ismail, A., Halim, F. A., Abdullah, D. N. M. A., Ahmad, S. S., Muda, A. L. A., Samsudin, S., & Girardi, A. (2009)	The mediating effect of empowerment in the relationship between transformational leadership and service quality.	Quantitative	The results show that empowerment is a key mediator between transformational leadership and service quality, indicating that transformational leaders empower employees through their inspirational and supportive actions, improving organizational service quality.
Ross, J. A., & Gray, P. (2006)	Transformational leadership and teacher commitment to organizational values: The mediating effects of collective teacher efficacy	Qualitative	Transformational leadership increases teacher commitment to organization ideals via collective teacher effectiveness.
Geijsel, F., Slegers, P., Leithwood, K., & Jantzi, D. (2003)	Transformational leadership affects teachers' commitment and effort toward education reform.	Qualitative	Transformational leadership greatly affects teachers' commitment and effort toward education reform, highlighting the importance of inspiring leadership in developing teacher devotion and active involvement in educational reform programs.
Warrick, D. D. (2011)	The urgent need for skilled transformational leaders: Integrating transformational leadership and organization development.	Quantitative	The results show the critical need for qualified transformational leaders by integrating transformational leadership with organizational growth.