

"A man is  
great by  
deeds, not by  
birth"

-Chanakya

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**Investigating the Moderating Effects of Age in the Relationship Between  
Transformational Leadership and Turnover Intention**

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## **Investigating the Moderating Effects of Age in the Relationship between Transformational Leadership and Turnover Intention**

### **Abstract:**

The COVID19 pandemic has radically altered the functioning of organizations who are attempting to follow the hybrid work model – a combination of online and in-person working days. With a large number of Gen-Z and millennials joining the workforce virtually, the way they integrate into their organizations will depend on their leaders and the leadership style adopted by them. Simultaneously, older generations have been adjusting to this new reality as well and need able leaders to guide them through it. This study aims to examine the effects of transformational leadership on employee turnover intention with work engagement and psychological capital as potential mediating mechanisms. The moderating factor is the age of the respondents as we examine the effects of transformational leadership for different ages. Questionnaires were sent to 105 respondents. Results indicate that older generations respond more positively to transformational leadership as compared to the younger generations.

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