

# **Exploring the Relationship Between Workload, Leadership and Turnover Intentions among Taiwanese Army Personnel A Research Study**

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## **Abstract**

This study investigates the relationship between workload, leadership and turnover intention among personnel in the Taiwanese Army, with leadership as a mediator. The research subjects are personnel from the grassroots battalion units of the army, with a total of 415 valid responses collected. The collected data were statistically analyzed using descriptive analysis, reliability and validity analysis, discriminant validity analysis, correlation analysis, regression analysis, and Sobel test to understand the associations between workload, leadership and turnover intention. The findings reveal that workload has a significant positive impact on turnover intention, while it has a significant negative impact on leadership. Leadership in turn, exhibits a significant negative impact on turnover intention, with partial mediating effects. The emphasis of this research lies in fostering open communication between supervisors and subordinates, fair task allocation, adequate support and the establishment of a positive work environment and atmosphere to mitigate turnover intention among personnel. Subsequent recommendations are proposed for relevant military authorities and scholars to consider.

**Keywords:** Workload, Leadership, Turnover Intention.

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## **1. Introduction**

Due to the successive implementation of policies such as the "Lean Case," "Improvement Case," and "Essence Case," the organization and manpower of the national military have been streamlined. The purpose of these policies is to change the structure of the forces, aiming towards joint operations, and to enhance the effectiveness of organizational efficiency in establishing a professional force characterized by "few in quantity, high in quality, and strong in combat capability" (Wang and Tseng, 2019). However, in recent years, there has been a constant stream of military discipline cases and negative news, such as incidents involving drunk driving and drug use, which have damaged the image of the military. The impact of pension reform and the lack of respect for social status have also contributed to a severe shortage of manpower in the national military, hindering the smooth execution of tasks and missions. Meanwhile, the addition of new tasks and training missions continues to increase, causing an overwhelming workload for personnel and making it challenging to effectively handle the added responsibilities (Hsieh, 2017). Additionally, work-related stress has become the third leading cause of death among public servants, contributing significantly to a high turnover rate (Jan and Jiao, 2017). Although the salaries received by military personnel come from taxes paid by the national taxpayers, making them essentially part of the broader category of public servants, the military has traditionally been viewed as a stable and secure workplace within the public sector. The recent phenomenon of frequent personnel turnover, resignations, or departures from service prompts the need to explore the primary motivations behind these trends.

Chien (2017) pointed out that "people" are the fundamental elements of organizational groups, serving as the subjects that govern wealth and material possessions. The strength of their willpower, the quantity, and the quality are all related to human resource planning, personnel management, and the leadership and concepts of leaders. In the field of management, human resource management has always played a crucial role. In the military, the focus in the labor market is mainly internal, with officers responsible for management and leadership in the organizational group being cultivated from the grassroots level. If senior officers leave due to factors such as organizational streamlining, mismatch of expertise with job positions, or other reasons, it can lead to a disruption in the transfer of technical experience and professional knowledge. The implementation of the "Essence Case" has accelerated the crisis of human resource discontinuity, with a broadening impact. The military is a high-risk industry, and for the national military organization, the investment in cultivating soldiers is considerable. If individuals, due to excessive workloads, contemplate leaving and subsequently choose to depart the military, it will result in a loss of national defense capabilities.

The military undertakes the expectations of the general public, and its tasks are becoming increasingly demanding. Among these, workload is considered one of the most significant sources of work-related stress (Wang and Tseng, 2019) and is also identified as a primary factor for resignations (Huang, 2009). When the workload is

excessive or there are too many job demands, it negatively affects individual work performance (Lu, 2018), leading to work fatigue, emotional decline, and physical and mental exhaustion. These conditions may further give rise to thoughts of leaving the workplace (Li and Hong, 2020). At this juncture, the leadership of managers becomes crucial, as leaders have a significant impact on subordinates, groups, and organizational performance, and leadership quality is closely linked to the survival of the organization (Liu, et al. 2012). Leadership refers to how a leader, in a specific situational context, utilizes their personal traits and exercises power and influence to guide organizational members in achieving organizational goals or navigating the dynamic process of changing organizational structures (Zhuang, 2010).

When personnel exhibit a high tendency to resign, their sense of belonging to the organization will decrease, adversely affecting not only their job performance but also team morale and overall work efficiency. Moreover, research on the military's turnover tendency, particularly focusing on leadership, has been relatively scarce in the past. Therefore, given the current implementation of conscription policies in the military, resulting in a low retention rate and a challenging talent loss situation, this study aims to investigate the correlation between workload, leadership, and turnover tendencies among personnel serving in the Taiwan Army. The research's objective is to provide specific improvements for consideration by decision-makers to enhance the current situation.

## **2. Literature Review**

### **2.1 Workload**

Koura et al. (2020) proposed that excessive work pressure leads to a high turnover rate, resulting in the loss of human resources. This phenomenon negatively impacts individuals, causing adverse psychological, physiological, and emotional states. Additionally, it affects organizations by reducing productivity, lowering work efficiency, and diminishing team morale. The consequences extend beyond impacting service quality and job performance, as it increases hidden costs for the organization and gives rise to significant manpower gaps and recruitment challenges (Lu, 2019). As a result, excessive workload has become the primary source of stress for workers. Besides affecting organizational performance, an overloaded workload is generally believed to elevate stress levels and reduce work efficiency (Glaser et al., 1999). When job demands exceed personal limits, individuals are required to complete an overwhelming amount of work within limited time and resources, often struggling to keep up with the pace. This leads to a sense of frustration and is a major contributor to decreased job performance. Hart and Wickens (1990) proposed that workload represents the cost for employees to perform tasks up to task requirements, involving factors such as required attention, physiological fatigue, and anxiety. If workload or job demands become excessive, it can result in reduced work efficiency, negatively impact workplace health, and lead to thoughts of leaving the job (Lu, 2018). Overwork is attributed to having too many tasks to complete but being unable to accomplish them. Altaf and Awan (2011)

suggest that the relationship between workload and job capacity becomes significant when there is a mismatch between an employee's workload and their ability to handle it. If the fit is inappropriate, it indicates a heavy workload; otherwise, it is considered manageable. Kahn et al. (1980) study reveals that many employees in organizations experience an overload of work, attributing it to time constraints that hinder effective completion of assigned tasks. This situation is particularly common in accounting firms, especially during the end of the fiscal year. Workload is a significant source of work stress and can lead to feelings of frustration, contributing to diminished job performance (Whinghter, et al. 2008).

From the above, it can be inferred that once job demands exceed the capacity that employees can bear, it is highly likely to result in negative effects, causing stress for employees, leading to depletion of inner resources. Consequently, job performance tends to decrease due to the overwhelming burden. The relationship between job workload and the completion of set goals is closely intertwined. When military personnel strive to achieve high workloads or goals with increased complexity, it is more likely to generate a higher perception of job workload. Excessive workload can lead to increased stress and feelings of frustration, subsequently raising the intention to leave, becoming a primary factor contributing to high turnover rates within the organization.

## **2.2 Leadership**

Cheng and Wu (2006) proposed that for any organization to achieve its goals, it must rely on the collective cooperation and dedicated efforts of all members, with leadership occupying a central position. DuBrin (2009) also pointed out that leadership refers to the perceived leadership behavior patterns of organizational members, including the leader's thinking patterns, approach to tasks, and interaction with subordinates. This not only affects the performance of subordinates but also influences the overall organizational performance. Therefore, the role and position of leaders are crucial to the successful operation of an organization. Chang (2001) believes that leadership is the manifestation of influence within the organizational system, and anyone who can exert influence on others and constitute leadership behavior plays a role in the impact generated through interactive behavior. In the face of complex and dynamic societal issues within the public sector, leadership plays a pivotal role, and effective leaders will guide the organization towards achieving its set goals and vision. Hunter (1998/2010) points out that authoritarianism has a significant destructive impact on subordinates, leading to issues such as strikes, sabotage, and high turnover. A healthy organization is composed of healthy relationships, and only with sound relationships can there be a healthy organization. Leadership refers to the comprehensive representation of a leader's cognition and behavior in the context of organizational culture. It signifies the integration of a leader's thoughts and ideals into the organizational cultural context influenced by social culture, individual personality traits, and organizational culture.

Leadership refers to guiding an organization to do the right things, and the performance level and success or failure of decisions in a business determine the strategy and sustainable development potential of an organization. According to academic research in leadership, leadership can be classified into transformational leadership, transactional leadership, and paternalistic leadership-related theories. The following provides a brief explanation of each in order:

### **2.2.1 Transformational Leadership**

Daft (2001) proposed that transformational leadership is radical and encourages members to follow the leader's footsteps, change members' firm identification with organizational demands, set goals together with the organization, understand the needs involved, and provide support and assistance to the unit. Tang (2006) pointed out the impact of transformational leadership on employee innovative behavior and the mediating role of employee motivation in work, indicating that this type of leadership has a significant positive impact on employee innovation and development, while leadership with a high transformation rate between intrinsic and extrinsic motivation and interaction has no positive effect on innovative behavior.

### **2.2.2 Transactional Leadership**

According to Tseng (2018), transactional leaders use their authority to ensure members' loyalty to the requested status by exchanging rewards, scrutinizing employee roles and job requirements, setting organizational goals, and motivating members. Clarke (2013) study suggests that transactional leadership and safety guidance model testing indicate that this type of leadership is an important guiding type to ensure compliance with laws, and members' goals are aligned with the organization's goals, encouraging members to work hard to achieve their goals and obtain substantial rewards, thereby increasing their willingness to work hard to achieve their goals.

### **2.2.3 Paternalistic Leadership**

Tseng (2018) defines paternalistic leadership as a leadership in the military that evolves with different historical backgrounds. When managers lead subordinates in a paternalistic manner, they need to demonstrate rigor and care like a father and exercise strict self-control. Research by Bohn and Grafton (2002) indicates that paternalistic leadership involves establishing communication coordination, having a clear vision and goals, providing guidance to members, and building confidence. Based on the above, it is evident that facing these changes, military units must engage in comprehensive thinking and propose specific and effective response strategies. The performance of unit personnel will be a key factor determining the success or failure of the organization. Therefore, how to shape the leadership of military ceremonial observation personnel, reduce their tendency to resign, and overcome obstacles to successfully achieve unit tasks and goals has become an issue that the current military management cannot ignore. In reviewing the literature,

studies on the relationship between workload and leadership show a positive correlation (Chang, 2019; Kuo, 2016). Therefore, based on the literature review, the following hypothesis is proposed:

***H1: Workload has a significant negative impact on leadership.***

### **2.3 Turnover Intention**

After a period of time serving in a certain position within an organization, individuals may experience withdrawal behaviors due to job dissatisfaction, intending to leave their current job position and seek other job opportunities (Mobley, 1977). This is also the final stage of a series of cognitive processes related to turnover, which best predicts the pre-factors of employee turnover (Faldetta et al., 2013). When individuals feel satisfied with the job itself and the work context, they are willing to stay within the organization to continue contributing to its performance, and turnover is less likely to occur. Turnover propensity occurs as a result of individuals evaluating their current job and feeling either satisfied or dissatisfied. If the job dissatisfaction prevails, thoughts and behaviors related to leaving the job emerge, and individuals also evaluate the opportunity cost of finding a new job (Faldetta et al., 2013). Li (2008) proposed that when personnel perceive a higher level of leadership from their superiors, they maintain enthusiasm and aspirations for organizational work, reducing the likelihood of experiencing occupational burnout and lowering turnover propensity. When personnel have excessively high turnover thoughts or intentions, their satisfaction and sense of belonging to the organization will also decrease, weakening the unit's human capital and hindering the continuous development of both individuals and the organization (Wu, 2017). Therefore, reducing turnover rates and retaining experienced employees can facilitate the transfer of job experience, reduce education and training costs and enhance organizational atmosphere and morale. This study consolidates research on workload and turnover intention, indicating a consistent positive relationship between workload and turnover intention (Liu and Zhou, 2016; Bao and Zhong, 2021; Giauque et al., 2016; Jou et al., 2013; Yuanjie and Wei, 2021). Similarly, research on leadership and turnover intention also shows a consistent positive relationship, with leadership acting as a mediator (Chou, 2011; Lin, 2022; Lin, 2019).

From the above, it can be inferred that when personnel feel dissatisfied with their current job or position, they tend to seek other job opportunities, leading to higher turnover intention and a higher likelihood of turnover. The intensity of the intention to leave the current job position is positively correlated with the likelihood of turnover, and turnover intention is considered a purposeful and planned psychological state reflecting personnel's cognition and feelings about leaving their job. Based on the literature review, the following hypotheses are proposed:

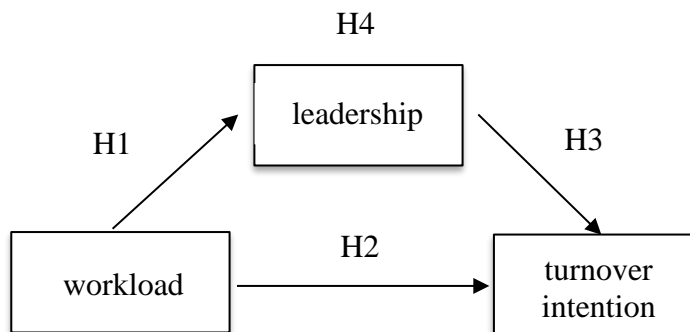
**H2: Leadership has a significant negative effect on turnover intention.**

**H3: Workload has a significant positive effect on turnover intention.**

**H4: Leadership mediates the relationship between workload and turnover intention.**

### 3. Research Framework And Methodology

Based on the literature reviewed in previous sections, this study examines whether workload, leadership and turnover intention have mediating effects. Depending on whether there are significant effects among the variables studied, the research framework is illustrated in Figure 1 below.



**Figure 1: Research framework**

The scale design of this study adopts the Likert Scale with three variables. Following the literature in previous chapters, scholars' research questions are used as a blueprint for questionnaire design, including references to workload based on Caplan et al. (1975), Zhao and Chen (2022) leadership based on Hung (2012) and turnover intention based on Mobley (1977) and Zhao (2023). This study first collects past relevant literature and selects items that have been empirically analyzed in the past with high reliability to ensure the content validity of the selected items. After verification, the questionnaire can be administered.

Questionnaires were distributed to army grassroots regiment personnel using paper-based forms and convenient sampling method (Judgmental Sampling). A total of 500 questionnaires were distributed, with 415 valid responses collected, resulting in an effective response rate of 83%. The research framework of this study is formed among the variables to clarify their relationships, roles, and functions. Statistical analysis is conducted on the proposed research framework, utilizing descriptive analysis, reliability and validity analysis, discriminant validity analysis, correlation analysis, regression analysis, and Sobel test methods.

## 4. Data Analysis And Results

### 4.1 Reliability Validity and Analysis

This study follows Hair et al. (2009) in constructing validity tests for research variables, where the critical value of the average variance extracted (AVE) is greater than 0.5, and the critical value of composite reliability is greater than 0.7. This indicates that each item can be significantly explained by the factor, meaning that each item converges on that factor and possesses a certain degree of convergent validity.

Cronbach's  $\alpha$  coefficient is used to examine the reliability in this study. The reliability coefficients for workload, leadership, and turnover intention are 0.816, 0.847, and 0.881, respectively, all exceeding 0.7, demonstrating good reliability for each research variable. Standardized factor loadings range from 0.524 to 0.939. Furthermore, based on the actual data obtained, the effectiveness and consistency of the theory are tested using validity and reliability of research variables. After examination, they all meet the required standards, indicating rigorous validity and reliability for each research variable. Discriminant validity analysis of the research framework shows that the square root of AVE is greater than the correlation coefficients among the constructs, indicating discriminant validity. Details are shown in table 1 and 2.

**Table 1: Reliability and validity test table**

| Constructs                | Observe variables | Standardized factor loading | AVE   | CR    | Cronbach's $\alpha$ |
|---------------------------|-------------------|-----------------------------|-------|-------|---------------------|
| <b>Workload</b>           | Q1                | 0.732                       | 0.542 | 0.820 | 0.816               |
|                           | Q2                | 0.629                       |       |       |                     |
|                           | Q3                | 0.793                       |       |       |                     |
|                           | Q4                | 0.854                       |       |       |                     |
|                           | Q5                | 0.660                       |       |       |                     |
|                           | Q6                | 0.783                       |       |       |                     |
| <b>Leadership</b>         | Q8                | 0.921                       | 0.596 | 0.841 | 0.847               |
|                           | Q9                | 0.916                       |       |       |                     |
|                           | Q10               | 0.939                       |       |       |                     |
|                           | Q11               | 0.727                       |       |       |                     |
|                           | Q12               | 0.618                       |       |       |                     |
|                           | Q13               | 0.580                       |       |       |                     |
|                           | Q14               | 0.663                       |       |       |                     |
|                           | Q15               | 0.524                       |       |       |                     |
| <b>Turnover Intention</b> | Q16               | 0.551                       | 0.674 | 0.878 | 0.881               |
|                           | Q17               | 0.896                       |       |       |                     |
|                           | Q18               | 0.728                       |       |       |                     |
|                           | Q19               | 0.746                       |       |       |                     |
|                           | Q20               | 0.907                       |       |       |                     |
|                           | Q21               | 0.753                       |       |       |                     |



**Table 2: Discriminant validity test table**

|                           | <b>AVE</b> | <b>Workload</b> | <b>Leadership</b> | <b>Turnover Intention</b> |
|---------------------------|------------|-----------------|-------------------|---------------------------|
| <b>Workload</b>           | 0.542      | 0.736           |                   |                           |
| <b>Leadership</b>         | 0.596      | 0.715           | 0.752             |                           |
| <b>Turnover Intention</b> | 0.674      | 0.672           | 0.631             | 0.774                     |

**4.2 Descriptive analysis**

The workload score is 3.524, leadership is 3.228, and turnover intention is 2.974. The data indicates that workload is the highest, while turnover intention is the lowest among the variables analyzed. The numerical values and rankings of each variable are detailed in Table 3.

**Table 3: Descriptive analysis table**

| <b>Constructs</b>                | <b>Observe variables</b>  | <b>Average</b> | <b>Standard deviation</b> | <b>Sequence</b> |
|----------------------------------|---|----------------|---------------------------|-----------------|
| Workload                         |   | <b>3.524</b>   | <b>0.881</b>              | <b>(1)</b>      |
|                                  | I don't have enough time to do everything at work   | 3.235          | 0.816                     | 6               |
|                                  | My job needs to be done very quickly  | 3.450          | 0.773                     | 4               |
|                                  | I often feel like I'm working too hard  | 3.674          | 0.784                     | 1               |
|                                  | My job gives me no free time to breathe   | 3.612          | 0.791                     | 2               |
|                                  | I often have a heavier workload than other colleagues   | 3.589          | 0.897                     | 3               |
|                                  | I often get bored of having to work overtime  | 3.276          | 0.953                     | 5               |
| Leadership                       |   | <b>3.228</b>   | <b>0.769</b>              | <b>(2)</b>      |
|                                  | I think the chief has an organizational orientation rather than a personal agenda.  | 3.238          | 0.824                     | 3               |
|                                  | I believe that the Officers should make good use of incentive strategies to enhance the team and team spirit                              | 3.217          | 0.863                     | 4               |
|                                  | I think the commander pays attention to the feelings of his subordinates  | 3.198          | 0.889                     | 5               |
|                                  | I believe that the system of rewards and punishments established by the Officers on the basis of their performance is fair and reasonable | 2.884          | 0.807                     | 8               |
|                                  | I think that the commander pays attention to the performance of his subordinates and gives guidance and correction                        | 2.745          | 0.796                     | 9               |
|                                  | I think the chief is communicating clear expectations   | 3.057          | 0.855                     | 6               |
|                                  | I think the commander has a correct attitude towards the achievements and talents of his subordinates                                     | 3.661          | 0.721                     | 1               |
|                                  | I think the chief encourages subordinates to self-conceive problems and come up with innovative suggestions to solve them                 | 2.983          | 0.773                     | 7               |
|                                  | I think the chief knows how to motivate his subordinates at the right time  | 3.512          | 0.764                     | 2               |
| Turnover Intention               |   | <b>2.974</b>   | <b>0.926</b>              | <b>(3)</b>      |
|                                  | I had the idea of looking for another job   | 3.244          | 0.917                     | 2               |
|                                  | I have thoughts of quitting   | 2.986          | 0.885                     | 4               |
|                                  | I can find other opportunities to accept work   | 3.260          | 0.879                     | 1               |
|                                  | I'm looking for another job   | 2.998          | 0.903                     | 3               |
| I'm about to quit my current job | 2.687   | 0.814          | 5                         |                 |

### 4.3 Variable Correlation Analysis in Research

After analyzing the data in this study, it was found that there is a significant positive correlation between workload and turnover intention ( $r=0.59$ ,  $p<.001$ ). This indicates that the greater the perceived workload, the higher the perceived turnover intention. Workload is negatively correlated with leadership ( $r=-0.55$ ,  $p<.001$ ), meaning that as the perception of workload increases, the degree of leadership decreases. Leadership is also significantly negatively correlated with turnover intention ( $r=-0.63$ ,  $p<.001$ ), suggesting that higher levels of leadership are associated with lower perceived turnover intention. The results of the correlation analysis are presented in Table 4.

**Table 4: Variable correlation analysis table**

|                    | <b>Workload</b> | <b>Leadership</b> | <b>Turnover Intention</b> |
|--------------------|-----------------|-------------------|---------------------------|
| Workload           | 1               |                   |                           |
| Leadership         | -0.55***        | 1                 |                           |
| Turnover Intention | 0.59***         | -0.63***          | 1                         |

\* $p < .001$

### 4.4 Descriptive analysis

This study explores the effects of workload and external job satisfaction on turnover intention through regression analysis. Workload has a significant positive effect on turnover intention ( $\beta=0.59$ ,  $p<.001$ ), with an adjusted explained variance of 28.86%. The findings align with the perspectives proposed by Liu and Zhou (2016), Bao and Zhong (2021), Giauque et al. (2016), Jou et al. (2013), and Yuanjie and Wei (2021), indicating that higher perceived workload corresponds to a higher perceived turnover intention. Thus, H3: Workload has a significant positive effect on turnover intention is supported by the test results.

Workload has a significant negative effect on leadership ( $\beta=-0.63$ ,  $p<.001$ ), with an adjusted explained variance of 28.42%. The results are consistent with the perspectives presented by Chang (2019) and Kuo (2016), suggesting that higher perceived workload corresponds to lower perceived leadership. Therefore, H1: Workload has a negative significant effect on leadership is supported by the test results.

Leadership has a significant negative effect on turnover intention ( $\beta=-0.55$ ,  $p<.001$ ), with an adjusted explained variance of 35.94%. The findings align with the perspectives proposed by Chou (2011), Lin (2022), and Lin (2019). Thus, H2: Leadership has a significant negative effect on turnover intention is supported by the test results. The detailed regression analysis values are shown in Table 5.

**Table 5: Regression analysis table**

| Independent variable | Dependent variable | $\beta$ -value | t-value   | F-value   | $R^2$ | $\Delta R^2$ |
|----------------------|--------------------|----------------|-----------|-----------|-------|--------------|
| Workload             | Turnover Intention | 0.59***        | 14.97***  | 231.24*** | 0.288 | 0.288        |
| Workload             | Leadership         | -0.63***       | -18.13*** | 308.96*** | 0.284 | 0.284        |
| Leadership           | Turnover Intention | -0.55***       | -15.02*** | 213.02*** | 0.359 | 0.359        |

\*\*\* p&lt;.001

In analyzing the mediation effect of leadership between workloads and turnover intention, the data analysis revealed that leadership has a significant impact on turnover intention ( $\beta=-0.37$ ,  $p<.001$ ). After adjustment, the explained variance value was 42.94%. Following the involvement of leadership, the regression coefficient  $\beta$  value of workloads on turnover intention decreased from 0.59 to 0.36, showing a significant impact and a substantial weakening. It can be concluded that leadership has a partial mediating effect, consistent with the research perspectives proposed by Chou (2011), Lin (2022), and Lin (2019). Therefore, H4: Leadership has a mediating effect on workloads and turnover intention, is supported by the examination results. The hierarchical regression analysis results of leadership between workloads and turnover intention are shown in Table 6.

**Table 6: Hierarchical regression analysis table**

|              | Leadership $\beta$ -value | Turnover Intention $\beta$ -value | Turnover Intention $\beta$ -value | Turnover Intention $\beta$ -value |
|--------------|---------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Workload     | -0.63***                  | 0.59***                           | —                                 | 0.36***                           |
| Leadership   | —                         | —                                 | -0.45***                          | -0.37***                          |
| F-value      | 308.96***                 | 231.24***                         | 213.02***                         | 209.98***                         |
| $R^2$        | 0.284                     | 0.288                             | 0.359                             | 0.429                             |
| $\Delta R^2$ | 0.284                     | 0.288                             | 0.359                             | 0.429                             |
| Test result  | Establishment             | Establishment                     | Establishment                     | Establishment                     |

\*\*\* p&lt;.001

However, to further rigorously examine the research data and results, the analysis of the mediating effect was conducted using the Sobel test proposed by Sobel (1982). The test result, with a Z value of 7.25 exceeding 1.96 ( $p < .001$ ), indicates significance, demonstrating that leadership plays a mediating role between workload and turnover intention. Therefore, the analysis results of Hypothesis 4 in this study are also supported. Details of the Sobel test for the mediation analysis are provided in Table 7.

**Table 7: Sobel test mediation analysis table**

|   | <b>Regression coefficient</b> | <b>Standard error</b> | <b>Sobel Z-value</b> | <b>P-value</b> |
|---|-------------------------------|-----------------------|----------------------|----------------|
| Workload → Leadership                     | -.549                         | .042                  | 7.25                 | .000           |
| Workload, Leadership → Turnover Intention | -.451                         | 0.59                  |                      |                |

## 5. Conclusion and Suggestion

### 5.1 Research Conclusion

The data results obtained from quantitative modeling, empirical analysis, and statistical testing in this study verify that all proposed hypotheses are supported by statistical analysis. Specifically, workload has a significant negative impact on leadership, leadership has a significant negative impact on turnover intention, and workload has a significant positive impact on turnover intention. Overall, the analytical results of this study support all hypotheses. The discussion then focuses on practical contributions, managerial implications, research limitations, and suggestions for future research.

### 5.2 Practical Contributions

In empirical terms, while previous research results have mostly shown that work stress or workload can influence employees' tendency to resign, there have been few studies that simultaneously investigate and analyze leadership as a mediating variable. Therefore, this study examines the relationship between workload and turnover intention among military personnel from the perspective of leadership. According to the research results, when individuals experience higher workloads, their tendency to resign increases. Excessive workload can lead to poor job performance, low morale, and health problems. When the workload imposed on individuals exceeds their capacity or tolerance, it results in physical and emotional exhaustion, thus leading to thoughts of leaving the workplace. Leadership is at the core of morale and is crucial for success. True leadership effectiveness, which activates organizational operations and drives the organization towards its goals, lies in leaders with good moral integrity. They do not act out of self-interest, engage in nepotism, resort to favoritism, or engage in corruption. This study provides managers with new insights, emphasizing the importance for leaders to possess the ability and willingness to share power and exercise it responsibly. Encouraging subordinates' development within the organization is essential. Bureaucratic practices, hierarchical structures, one-way communication, and authoritarian leadership behaviors can lead to feelings of powerlessness among personnel, diminish organizational identification, and increase the desire to resign. With the implementation of a volunteer recruitment system, it's possible to retain highly skilled, technologically proficient, and strategically important personnel for longer periods without compromising combat readiness or causing personnel bottlenecks.

This enables outstanding military personnel to continue serving beyond their initial term of duty, saving time and resources in talent cultivation and ensuring that human resources can be continuously utilized for the benefit of the nation.

### **5.3 Management Implications**

This study proposes the following three suggestions for enhancing and guiding the impact of workload, leadership, and turnover intention, aiming to provide a reference for the senior leadership of the military and relevant departments:

1. Addressing personnel needs and balancing workloads is crucial. In situations where organizational downsizing leads to manpower shortages without a corresponding reduction in workload, employees may feel unrecognized in their roles within the unit. Therefore, it is recommended to regularly implement psychological counseling programs tailored to personnel, to understand their perspectives and address any work or life issues identified during interviews with discretion. This helps build unit cohesion. Additionally, it's important to recognize that equal pay for equal work significantly impacts turnover intention. Therefore, it's suggested to explore various tangible rewards such as bonuses or additional incentives to encourage employee dedication. Simultaneously, enhancing work quality and adjusting management systems based on perceived employee needs can make the work more engaging, meaningful, and challenging. This fosters a happy, healthy, and safe work environment, aiming to improve alignment between personnel and their tasks, boost unit cohesion, and enhance employees' confidence in their work. It's also recommended to revise duty plans prudently to ensure fairness and prevent situations where some personnel are overwhelmed, thereby reducing turnover intention.
2. Regarding leadership, it is suggested that, apart from maintaining strict discipline, criticism towards subordinates should be expressed in a more tactful manner, aiming to avoid undermining their leadership credibility. With each leader having a different style, team members must adapt to the new supervisor's leadership and practices, directly affecting the degree of task execution. Therefore, leaders should not only change their leadership but also adjust the rational allocation of personnel's work tasks simultaneously. Differential rewards are a key factor, and management personnel should deeply understand their role as leaders, establish their leadership charisma, and shape a high-quality leadership. Regular communication sessions should be conducted for internal executives within the organization, aimed at enhancing their leadership capabilities through guidance on military work and sharing practical experiences. Traditional authoritarian leadership is no longer suitable for modern military units. Instead, fostering a "positive energy" approach towards subordinates encourages a macroscopic thinking attitude among leaders. Through peaceful and rational communication, replacing severe criticism with encouragement helps to turn "resistance" into "assistance" and transforms negative emotions. Leaders at all levels should assist soldiers and subordinates

in solving obstacles with enthusiasm, fostering a cohesive and harmonious team, allowing soldiers to focus on their core duties, and moving away from traditional chaotic patterns. Additionally, leaders must allocate resources to achieve goal management, cultivate a culture of problem-solving, improvement, and recognition among subordinates, establish a system of mutual assistance, and strengthen leadership control.

3. It is suggested to facilitate open communication between supervisors and subordinates, elaborating on the perceived workload and frustrations regarding leadership. Discussing potential solutions such as reallocating workload or providing more support and guidance can be beneficial. Setting clear goals and expectations ensures mutual understanding and direction, aiding subordinates in grasping the focal points of their work and aligning efforts towards common objectives. Optimizing workflow involves seeking methods to save time and energy, which may include automating repetitive tasks, refining communication processes, or improving time management skills. Simultaneously, the military management should foster a conducive work environment and atmosphere, cultivating good relationships with colleagues and fostering a culture of support, interaction, and cooperation within the team. This can alleviate workload and stress while enhancing job satisfaction, unit cohesion, and retention rates.

#### **5.4 Research Limitations and Research Recommendations**

The sample size of this study is limited, focusing solely on the army as the subject of research. As a result, the findings may not be generalizable to all branches of the military, including the navy and air force. It is recommended to explore other key factors such as job stress, organizational commitment, leadership behavior, and job engagement to understand additional elements influencing turnover intention, which could impact research on other related factors. In data analysis, the quantitative method of paper-based questionnaire surveys may not fully capture the true sentiments and thoughts of the respondents. The accuracy of the analysis results can be influenced by personal subjective and objective factors affecting questionnaire completion, thus affecting the exploration outcomes. Therefore, expanding the scope of the study to include naval and air force units and conducting interviews or surveys could provide a more comprehensive understanding. Moreover, incorporating qualitative research or integrating both qualitative and quantitative methods can further explore relationships and influences in depth. This approach can yield research statements beyond questionnaire surveys, thus providing more relevant and complete data to serve as a reference for military decision-makers.

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