The Role of Leadership Styles in Enhancing Employee Retention and Motivation

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Abstract

This study examined the relationship between various leadership philosophies and employee retention and motivation within a reputable Philippine company. A mixed method was used to explore the perceptions of transformational, transactional, laissez-faire, and dictatorial leadership styles of permanent staff members. The findings suggested that transformational leadership is the most preferred leadership style when compared to transactional and laissez-faire leadership and is associated with higher motivation, trust, and organizational commitment. The authoritarian style was the least desired as a leadership style because it negatively impacted employees' autonomy and morale. To foster an optimal work environment and enhance organizational success, the research stresses the importance of adopting a leadership style that balances having an agenda of their own.

Keywords: Leadership styles, employee retention, motivation, transformational leadership

INTRODUCTION

This study aimed to explore the role of leadership styles in enhancing employee retention and motivation. "Leadership is the action of leading an organization or a group." That is how the Oxford Dictionary defines leadership. In simple words, leaders motivate and guide others to achieve every triumph ahead. Interestingly, leaders measure success by assessing the team's learning and achievements. Leadership is frequently described in literature using adjectives like "outstanding," "influential," and "effective".

Hence, there is the lack of leaders and administrators who have adequacy and new knowledge in this field to strengthen potential human resources with communication, encouragement, and teamwork (Holcombe et al., 2023; Plešnik & Bukovec, 2019). Leadership has a direct impact on choices and actions that facilitate changes in the workplace, it is essential to ensuring the caliber of an organization's performance. Ability and drive combined with a healthy supply of opportunities would allow capable executives to steer the organization toward excellence. Leaders are thought to be the ones who decide whether an organization succeeds or fails since they have the power to support or impede innovation management within the organization. (Widya 2022).

Marr (2022) finds that the ability to inspire and encourage people, identify and develop potential, inspire trust, assume and relinquish responsibility, form teams, be genuine, and have a positive outlook are the most crucial leadership traits.

Motivation is the energy that propels one forward to achieve goals and aids in goal planning and achievement. Employees will also perform better than their peers when the value of people is prioritized over tasks and efficiency. (Khan & Wajidi, 2019)
Setting human capital as a top priority results in empowered workers who take greater responsibility for their work, feel comfortable making decisions, and take charge of their achievements and shortcomings at work. (Purnomo Hadi et al., 2019).

Bastari et al. (2020) suggested that giving individuals more authority at work not only boosts their self-esteem but also fosters a sense of group empowerment, which increases productivity and effectiveness. People are more likely to welcome change and offer ideas for ways to enhance existing procedures when they feel more secure in their work and leadership. The shift to a people-centered approach has made it necessary to investigate leadership philosophies that promote motivating and inspiring staff members. In the modern workplace, leaders' ought to embrace leadership philosophies that foster employee engagement and foster a climate of trust and cooperation.

Research has shown that evidently a greater focus on developing employees' motivation of an organization produces a greater degree of overall success. This significantly equates the need for the development of effective leadership styles that makes employees motivated and promotes employee retention.

The leadership style determines and is directly associated to the quality of work and organization (Mahzan & Nordin, 2021) and Leadership styles represent the strategy being assumed by a person. (Emeka, 2022) If the leadership is efficient, then the management will also be efficient, and if the productivity is efficient, then the management will also be efficient. Since any organization aspires to hold the strongest position in the market, the greatest way to do is through employee`s performance, which is undoubtedly influenced by good leadership techniques (Islam, Rahman, Siddiqui, 2020)

Razak et al. (2018) proposed that leadership may greatly improve employees' motivation and performance, frequently beyond expectations, when it concentrates on developing a compelling vision and a positive work culture.

Research Questions

This study aimed to determine the role of leadership styles in enhancing employee retention and motivation.

1. What is the demographic profile of the respondents in terms of:
    1.1 Age;
    1.2 Gender;
    1.3 Length of service;
   1.4 Highest educational attainment;
    1.5 Position.

2. What is the level of perception on the following leadership styles:
   1.1 Transactional leadership style;
   1.2 Transformational leadership style;
   1.3 Autocratic leadership style;
   1.4 Laisses-faire leadership style.

3. How has the management's leadership style influenced your work motivation? Explain your answer.

4. How long do you see yourself working for the organization with the way of leadership style of the management? Explain your answer.

Conceptual Framework

This study aimed to determine and identify the role of leadership styles in enhancing employee retention and motivation. Moreover, this research was primarily anchored on understanding how transformational leadership style may impact employee motivation, explore if laissez-faire and transactional leadership styles being exhibited and examine whether it have a positive or negative impact on the motivation of the employee, and to understand how the employees be affected by authoritative style of leadership and its coercion.

Figure 1
Research paradigm of the study
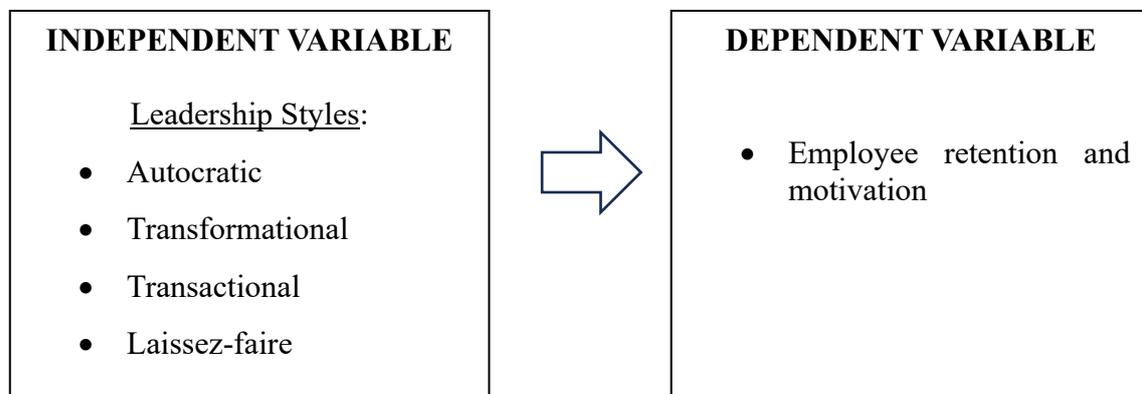
REVIEW OF RELATED LITERATURE

Organizational Performance and Leadership Styles
Leadership style is a fundamental determinant of organizational performance, directly influencing critical outcomes such as employee retention, productivity, innovation, and overall competitive advantage. The way leaders guide, motivate, and engage their teams sets the tone for organizational culture and operational effectiveness.

Autocratic leadership, characterized by centralized decision-making and strict control, can drive short-term efficiency by providing clear directives and ensuring compliance (Marsyla, 2025; Wang et al., 2011; Northouse, 2021). This style is often effective in crisis situations or when rapid decision-making is necessary. However, its overuse tends to undermine long-term employee morale, reduce job satisfaction, and stifle creativity and innovation, as employees may feel disempowered and disengaged (Marsyla, 2025; Goleman, 2017).

In contrast, democratic leadership emphasizes participation, collaboration, and shared decision-making, fostering a culture of trust and openness. This approach encourages diverse perspectives, leading to enhanced problem-solving and innovation (Darie, 2024; García-Morales et al., 2008). Employees under democratic leaders often exhibit stronger loyalty and commitment, which contributes to sustained organizational success and lower turnover rates (Goleman, 2017; Darie, 2024). For example, companies that cultivate inclusive leadership practices report higher employee engagement and better financial performance (Zhang et al., 2018).

The impact of laissez-faire leadership is more context dependent. When applied within highly skilled, self-motivated teams, it can foster autonomy and innovation by allowing employees freedom to explore creative solutions (Marsyla, 2025; Skogstad et al., 2007). However, in environments lacking clear goals or accountability, laissez-faire leadership may result in inefficiency, confusion, and decreased productivity due to insufficient guidance and oversight (DeRue et al., 2011; Marsyla, 2025).

Transactional leadership relies on structured rewards, performance monitoring, and corrective actions to maintain organizational order and achieve specific goals. This style is particularly effective in stable, routine environments where clear expectations and procedures are essential (Irianti et al., 2024; PMC, 2022; Bass & Riggio, 2006). However, its focus on extrinsic motivation and compliance may limit employees' intrinsic drive and reduce adaptability, which is increasingly critical in today's fast-changing markets (Judge & Piccolo, 2004).

On the other hand, transformational leadership consistently demonstrates strong positive effects on organizational performance by inspiring employees to exceed expectations and embrace innovation (Bass & Riggio, 2006; Irianti et al., 2024). Transformational leaders articulate a compelling vision, provide intellectual stimulation, and offer individualized support, fostering a culture of continuous improvement and engagement (Judge & Piccolo, 2004). Organizations led by transformational leaders often experience higher levels of creativity, employee satisfaction, and resilience in the face of change (Bass & Riggio, 2006; Avolio & Kahai, 2021).

In response to increasingly complex and dynamic business environments, newer leadership paradigms such as digital leadership and adaptive leadership are gaining prominence. Digital leadership focuses on leveraging technology and data-driven decision-making to drive innovation and agility (Avolio & Kahai, 2021). Adaptive leadership emphasizes flexibility, emotional intelligence, and the ability to navigate uncertainty by

continuously adjusting leadership behaviors to meet evolving organizational and employee needs (Yukl & Mahsud, 2010; Tobari, 2024). These contemporary approaches are essential for sustaining competitive advantage and fostering organizational resilience in the face of rapid technological advancement and market disruption (Irianti et al., 2024).

Leadership Attributes and Staff Dedication

Employee dedication and commitment are important factors that influence organizational success, and leadership style has a significant impact on these traits. By encouraging trust, empowerment, and a strong sense of belonging within the company, transformational leadership has gained widespread recognition as one of the most effective leadership philosophies for increasing employee commitment. This leadership style increases continuance commitment, which shows that workers are aware of the costs of leaving the company, and affective commitment, where workers form an emotional bond and sense of identification with their organization (Munyeka & Ngirande, 2014; Darie, 2024; Breevaart et al., 2020). Through fostering a common vision and offering tailored assistance, transformational leaders inspire workers to become deeply involved in their work and stick with it over time.

On the other hand, transactional leadership largely affects normative commitment, in which workers feel obligated to remain, frequently as a result of formal agreements, incentives, or sanctions rather than a personal bond (Munyeka & Ngirande, 2014; Bass & Riggio, 2006). Although transactional leadership can successfully sustain performance and compliance in the short term, it might not generate the same degree of long-term commitment or intrinsic motivation as transformational leadership.

It has been demonstrated that effective leadership that fosters engagement, respect, and trust greatly lowers employee turnover and increases retention rates (Darie, 2024; Zhang et al., 2018; Al-Harbi et al., 2023). A supportive workplace where staff members feel appreciated and inspired to stick around is fostered by leaders who actively listen, acknowledge contributions, and provide opportunities for advancement. According to recent studies, leaders are better equipped to inspire diverse teams and maintain high levels of commitment when they adeptly strike a balance between directive behaviors—providing clear expectations and guidance—and supportive and participative approaches—encouraging involvement and autonomy (Irianti et al., 2024; Sokolic et al., 2024; Lee & Kim, 2024).

Furthermore, by encouraging psychological safety and trust, authentic leadership—which is defined by openness, honesty, and relations—deepens employee commitment (Walumbwa et al., 2018; Rego et al., 2021). Genuine connections created by authentic leaders enable staff members to voice their opinions and worries without fear, increasing loyalty and engagement. The integrity and inclusive values of the organization today are strongly reflected in this leadership style.

Additionally, servant leadership, which puts employees' development and well-being first, has drawn notice for its ability to increase employee commitment. Servant leaders foster a culture of respect and cooperation by putting the needs of others first. This increases

employee satisfaction and organizational commitment (van Dierendonck, 2011; Eva et al., 2019).

All things considered, developing a dedicated and inspired workforce requires leadership that blends a compelling vision with sympathetic support and flexible adaptation. In addition to encouraging performance, these leaders create a supportive work environment where staff members feel valued, connected, and motivated to give their all.

Motivation of Employees and Leadership Styles

Leadership style is a fundamental factor shaping employee motivation, with profound effects on job satisfaction, engagement, and overall productivity. The way leaders interact with their teams creates the psychological environment that either fuels or hinders employees' intrinsic drive to perform and contribute meaningfully to organizational goals.

Inclusive and supportive leadership approaches are particularly effective in fostering a positive workplace climate. Such leaders prioritize open communication, empathy, and recognition, which cultivates trust and psychological safety among employees (Zhang et al., 2018; Sokolic et al., 2024; Al-Harbi et al., 2023). When employees feel valued and supported, their intrinsic motivation—the internal desire to perform well for personal fulfillment rather than external rewards—is significantly enhanced. This intrinsic motivation is linked to higher levels of creativity, commitment, and resilience in the face of challenges.

Transformational leadership stands out as a powerful motivator by aligning employees' personal values and aspirations with the organization's vision. Transformational leaders inspire through charisma, intellectual stimulation, and individualized consideration, encouraging employees to transcend self-interest and engage passionately with their work (Azzahra et al., 2024; Bass & Riggio, 2006). This style not only boosts motivation but also promotes innovation and adaptability, essential qualities in today's fast-changing business environments.

In contrast, transactional leadership relies heavily on contingent rewards and clear performance expectations. While this approach can effectively motivate employees in the short term by rewarding compliance and achievement, it often falls short in sustaining long-term enthusiasm or fostering creativity (PMC, 2022; Judge & Piccolo, 2004). Employees motivated primarily by external incentives may perform tasks efficiently but are less likely to go beyond their prescribed roles or contribute innovative ideas.

Autocratic leadership, characterized by centralized decision-making and limited employee input, tends to suppress motivation by restricting autonomy and participation. This leadership style can lead to disengagement, reduced job satisfaction, and stifled innovation, particularly among knowledge workers who value empowerment (Marsyla, 2025; Irianti et al., 2024). Conversely, democratic and servant leadership styles emphasize empowerment, collaboration, and shared decision-making, which enhance employees' sense of ownership and intrinsic motivation (Goleman, 2017). Servant leaders prioritize the growth and well-being of their teams, fostering a culture of trust and mutual respect that sustains motivation over time.

Recent research highlights the growing importance of adaptive leadership, especially in complex and dynamic organizational contexts. Adaptive leaders demonstrate flexibility by tailoring their approach to meet the evolving needs of employees and the environment, balancing directive and supportive behaviors as situations demand (Tobari, 2024; Yukl & Mahsud, 2010). This responsiveness not only maximizes motivation but also equips organizations to navigate uncertainty and change more effectively.

Effective leadership that balances clear structure with empathy and empowerment is crucial for fostering sustained employee motivation. Leaders who inspire, support, and adapt to their teams' needs create environments where employees are motivated not just to meet expectations but to exceed them, driving both individual fulfillment and organizational success.

METHODOLOGY

Research Design

This study employed a descriptive survey research design to achieve its objectives. Simple random sampling was used to ensure that no bias occurred during respondent selection. The researcher utilized a mixed-methods approach, combining quantitative and qualitative designs. Data analysis was conducted in a deductive and descriptive manner, incorporating open-ended questions related to the research topic.

Setting of the Study

The study was conducted at the UNICEF Philippines located at the Mandaluyong City, Philippines. UNICEF Philippines works to uphold and protect each Filipino child's rights, providing focus to the most marginalized and disadvantaged individuals. UNICEF works with the Philippine government to improve national policies, programs and services for children and adolescents. Together with partners, it addresses common barriers to the realization of their rights.

Research Participants

This study was limited to permanent male and female employees of the UNICEF Philippines with a length of service of at least one year or above.

Sample Size and Sampling Technique

The researcher selected the permanent employees with a length of service of at least one year or above as the sample representing the institution's total population. To get a representative sample for this research, simple random sampling was employed. The researcher sent the survey questionnaires to a sample of 100 respondents, randomly drawn from a pool of 500 UNICEF permanent employees which was acquired through the Personnel Department.

Research Instruments

The researcher obtained data from the study population through structured survey questionnaires that were sent to the target population with the assistance of the Personnel Department through Google Forms that allowed the respondents to answer the questionnaires

conveniently. The survey questionnaires were divided into three parts: Part A as the demographic profile of the respondents, Part B was series of statements aimed at obtaining the perception of the employees with respect to the leadership style of their supervisors, and Part C aimed at capturing employee's perception and work motivation.

Statistical Treatment

For statistical analysis, the study used percentages, frequency counts, and weighted means to summarize and interpret the data, which were organized, tabulated, and analyzed using SPSS, with results presented in tables. Leadership styles were measured using the validated Leadership Style Scale by Avolio & Bass (1995), and the internal consistency of scale-based factors was checked before aggregating scores to obtain mean values for each respondent. Data accuracy was ensured through cross-checking. Additionally, a qualitative survey was conducted to gather employees' opinions, experiences, and work motivation in relation to management's leadership styles, providing both quantitative and qualitative insights for the study.

Institutional Ethics Review

The researcher adhered to Centro Escolar University's ethical standards by obtaining approval from the Institutional Ethics Review Board (IERB), research adviser, panel of validators, and UNICEF Philippines administrators before submitting the research proposal, completing documentary requirements, and securing informed consent from participants. Informed consent involved explaining the study's purpose and participant involvement, followed by distributing consent forms for approval. Participants who agreed signed the forms as proof of voluntary participation. Participants' identities and responses were kept strictly confidential and anonymous, with data used solely for research purposes. Any changes to the information provided required participant consent. Respondents' data were permanently protected, and their identities remained confidential in any published results.

RESULTS AND DISCUSSIONS

This chapter of the study displays the presentation, analysis, and interpretation of data that were gathered from the responses of the respondents in the study. These data were then tallied, tabulated, and subjected to statistical analysis and interpretation. This study explored the role of leadership styles in enhancing employee retention and motivation.

1. Demographic Profile of the Employees

Table 1
Demographic Profile of the Respondents in terms of Date of Birth

Date of Birth	Frequency	Percentage
1991 – 1996 (27-32)	28	28%
1986 – 1990 (33-37)	34	34%

1981 – 1985 (38-42)	38	38%
Total	**100**	**100%**

Based on the results on the demographic profile of the respondents, out of 100 respondents, 28 (28%) are 27-32 years old, 34 (34%) are 33-37 years old, and 38 (38%) are 38-42 years old.

Table 2
Demographic Profile of the Respondents in terms of Gender

Gender	Frequency	Percentage
Male	35	35%
Female	65	65%
Total	**50**	**100%**

In terms of gender, out of 100 respondents, 35 (35%) are male and 65 (65%) are female. This implies that majority of the group of respondents were female.

Table 3
Demographic Profile of the Respondents in terms of Years in Service

Length of Service Record	Frequency	Percentage
Below 1 year	0	0%
1-3 years	28	28%
4-6 years	22	22%
7-10 years	44	44%
11-13 years	4	4%
14-15 years	0	0%
16 & above	2	2%
Total	**100**	**100%**

In terms of length of service, out of 100 respondents, 28 (28%) are 1-3 years in service, 22 (22%) are 4-6 years in service, 44 (44%) are 7-10 years in service, 4 (4%) are 11-13 years in service, and 2 (2%) are 16 & above years in service.

Table 4
Demographic Profile of the Respondents in terms of Highest Educational Attainment

Highest Educational Attainment	Frequency	Percentage
Elementary Graduate	0	0%
Secondary (H.S)	0	0%
Vocational Course / 2-year Course	3	3%
College Undergraduate	2	2%
College	59	59%
With units earned in Masteral	19	19%
Master's Degree	17	17%
Total	**100**	**100%**

In terms of Highest Educational Attainment, out of 100 respondents, 3 (3%) are graduates from a vocational school, 2 (2%) are college undergraduates, and 59 (59%) are graduates from colleges, 19 (19%) have earned master's degree-level units, and 17 (17%) have earned a master's degree.

Table 5
Demographic Profile of the Respondents in Terms of Designation

Designation	Frequency	Percentage
Accountant	6	6%
Administrative Aide	6	6%
Administrative Assistant	22	22%
Administrative Officer	39	39%
Attorney	3	3%
Computer Programmer	2	2%
Development Management Officer	4	4%
Engineer	3	3%

Internal Auditor	3	3%
Librarian	2	2%
Planning Officer	2	2%
Project Evaluation Officer	4	4%
Special Investigator	2	2%
Statistician	2	2%
Total	**100**	**100%**

In terms of designation, 6 (6%) are Accountants, also 6 (6%) are Administrative Aide, 22 (22%) are Administrative Assistants, 39 (39%) are Administrative Officers, 3 (3%) are Attorney, 2 (2%) are Computer Programmer, 4 (4%) are Development Management Officer, 3 (3%) are Engineers, also 3 (3%) are Internal Auditor, 2 (2%) are Librarian, and also 2 (2%) are Planning Officer, 4 (4%) are Project Evaluation Officer, 2 (2%) are Special Investigator and 2 (2%) are Statistician, out of 100 respondents.

Based on these figures, the respondents are predominantly female and college graduates, distributed almost equally in the three age groups, and mostly assigned as Administrative Officers with 7 to 10 years in service. (See Tables 1 to 5)

Table 6
Descriptive Statistics on Transformational Leadership

	N	Mean	S.D.
Idealized Influence	100	3.86	0.75
Inspirational motivation	100	3.79	0.59
Intellectual stimulation	100	3.75	0.64
Individual consideration	100	3.79	0.59
Transformational leadership	100	3.79	0.59
Overall	100	3.80	0.632

Table 6 shows that idealized influence received the highest mean score of 3.86 (SD = 0.75) among the several aspects of transformative leadership. This means that most workers trust and believe in the management. This backs up Bass and Avolio's (1994) claim that leaders should act as role models to build followers' respect and trust. The average scores for the remaining dimensions—individualized concern, inspirational motivation, and overall transformational leadership—were 3.79, which means that most employees agreed with these leadership practices. The standard deviation was also low (0.59). This backs up what Podsakoff et al. (1990) said about how transformational leaders increase organizational commitment by motivating and meeting the needs of each employee. The mean score for

intellectual stimulation (mean = 3.75, SD = 0.64) was the lowest, which means that staff members know about this leadership trait, but it isn't as clear as it is in other areas. The somewhat lower ranking can mean that management has a chance to encourage more creative problem-solving and question what people think they know (Bass, 1985). This is because intellectual stimulation leads to creativity and critical thinking. The results show that idealized impact is the main thing that affects how motivated and trusted employees are, and that transformational leadership approaches are generally well-liked in the company.

Table 7
Descriptive Statistics on Transactional Leadership

Description	N	Mean	S.D.
Contingent reward	100	3.71	0.71
Management by exception	100	3.88	0.54
Transactional leadership	100	3.79	0.56
Overall	100	3.793333	0.603333

Employees generally agree that management actively monitors performance and steps in when standards are not met, according to the analysis of transactional leadership components, which gave management by exception the highest mean score of 3.88 (SD = 0.54). This result is in line with current studies that emphasize management by exception as a workable tactic for preserving task compliance and organizational control (Dong, 2023). Employee opinions of this leadership style appear to be similar, based on the low standard deviation. The contingent reward dimension, on the other hand, had a lower mean of 3.71 (SD = 0.71), suggesting that fewer workers believe management uses performance-based rewards effectively. In transactional leadership, where leaders set clear expectations and offer incentives for reaching targets, contingent reward is acknowledged as a crucial motivating tool (Janssen & Yperen, 2004; Dong, 2023). To better motivate employees, management should enhance reward and recognition programs in areas with greater variability and less agreement. These results align with recent studies that demonstrate that while transactional leadership enhances organizational performance, an overemphasis on corrective actions without sufficient positive reinforcement may inhibit employee motivation and creativity (JEFMS, 2025; Dong, 2023). Therefore, effective contingent reward strategies must be balanced with management by exception to maximize employee satisfaction and leadership effectiveness.

Table 8
Authoritative Leadership

Descriptions	N	Mean	S.D.
My supervisor believes employees need to be supervised closely they are not likely to do their work.	100	3.33	1.02
As a rule, my supervisor believes that employees must be given rewards for punishments to motivate them to achieve organizational objectives.	100	3.37	1.06
I feel insecure about my work and need direction.	100	2.71	1.10
My supervisor is the chief judge of the achievements of employees.	100	3.32	0.85
My supervisor gives orders and clarifies procedures.	100	3.77	0.90
My supervisor believes that most employees in the general population are lazy.	100	2.99	1.08
Authoritative Leadership	100	3.25	0.64
Overall	100	3.25	0.95

Table 8 shows how employees view supervisor behavior and workplace culture. The statement "my supervisor gives orders and clarifies procedures" had the highest mean score of 3.77 (SD = 0.90), suggesting that most workers think their supervisors give them clear instructions. This result is in line with research showing that better communication leads to greater understanding and job satisfaction (Nguyen et al., 2023; Smith & Lee, 2024). The statement "my boss thinks most people are lazy" received an average score of 2.99 (SD = 1.08), indicating that workers are not aware of their supervisors' unfavorable opinions of them. Ignoring these opinions could undermine trust and motivation (Johnson & Carter, 2022). Finally, the statement "I feel insecure about my work and need direction" scored 2.72 (SD = 1.10), suggesting that employees may be a little insecure, which could affect their productivity. This suggests that supervisors need to be supportive and find a balance between giving employees freedom and offering them direction (Garcia & Patel, 2024). Building trust and confidence can boost employee motivation and organizational effectiveness, despite the widespread belief that supervisors are direct.

Table 9
Descriptive Statistics on Laissez-Faire Leadership

Descriptions	N	Mean	S.D.
In complex situations my supervisor allows me to work my problems out on my own way.	100	3.28	0.919
My supervisor stays out of the way as I do my work.	100	3.22	0.930
As a rule, my supervisor allows me to appraise my own work.	100	3.29	0.935
My supervisor gives me complete freedom to solve problems on my own.	100	3.35	0.987
In most situations I prefer little input from my supervisor.	100	3.42	0.995
In general my supervisor feels it's best to leave subordinates alone.	100	2.98	0.996
Laissez-Fair Leadership	100	3.267	0.666
Overall	100	3.26	0.960

According to Table 9, employees generally agree that supervisors give them freedom to solve problems (mean = 3.35, SD = 0.987) and permit self-evaluation (mean = 3.29, SD = 0.935). They also prefer minimal supervisory input (mean = 3.42, SD = 0.995). Additionally, they concur that managers usually avoid their way while they're working (mean = 3.22, SD = 0.930). These results are consistent with new research that highlights the importance of autonomy in raising motivation and job satisfaction (Lee & Kim, 2024). Workers value autonomy and clear direction, so managers should strike a balance between the two to improve output.

CONCLUSIONS

Based on the findings of the study, the researchers formulate the following conclusions:

1. Transformational leadership is a leadership style that employees broadly find highly useful with idealized influence being the highest impact dimension, as it subsequently leads to trust and motivation by leaders being positioned as respected role models.

2. Transactional leadership is the most suitable leadership style in ensuring the compliance of tasks and organizational control, especially through management by exception; however, the cherry reward systems are felt to be less regularly implemented, and the strengthening of the latter would result in a higher degree of employee motivation. Both remedy and positive reinforcement should be employed in a balanced way to fully utilize the satisfaction of employees and their creativity.

3. Authoritative leadership, in spite that it allows persons to work by giving instructions certainly and clearly, procedurally clear, it nevertheless tends to evoke a mixed reaction from

employees if some of them anger during the process if they feel insecurity and lack of trust from supervisors.

    4. Laissez-faire leadership is a leadership trait that most often is being described as giving employees freedom and autonomy, which they normally appreciate, to solve problems independently.

    5. Leadership styles that integrate transparent communication, staff empowerment, and moderated control are more successful in generating employees' motivation, trust, and happiness at work, pointing to the significance of flexible leadership methods adjusted to employees' requirements and the situation of the organization.

RECOMMENDATIONS

    In the light of the above findings and conclusions, the following are hereby recommended:

    1. The organization and management must work and implement changes with their employees and inspire them in order for the employee to align with the organization's vision and goals, and to fit themselves in the workplace.

    2. The organization must demonstrate their commitment to the employee wellbeing by collecting feedback directly from employees on how they perceive improvements and leadership at work. Encouraging open communication at work may increase the sense of belonging.

    3. Organizations must empower their employees by recognizing their achievements, and value their contribution. In these situations, it is a good idea to reward the employee for their hard work and dedication with incentives. Management must compensate employees correctly that will equate for the employee's commitment.

    4. Focus on employee development by planning, implementing programs and innovations, and providing training for increasing competency that will also enable to increase job satisfaction and organizational commitment of the employees.

    5. Foster a positive work culture and environment. When there is a positive work culture, staff members are inspired and encouraged to share new ideas and communicate with management without worrying that they will be misinterpreted. They also feel delighted to be a part of the organization. Encourage staff members to discover a personal fit with the culture of the company.

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Appendix A

Letter of Request to Conduct Study

OYUNSAIKHAN DENDEVNOROV
Country Representative
UNICEF Philippines
Mandaluyong City

Dear Madam:

Greetings of PEACE!

I respectfully request permission from your good office to allow me to conduct a survey through Google Forms among the employees of the UNICEF Philippines. The respondents must be permanent employees of the UNICEF Philippines with a length of service of at least one year or above. This is in view of my study entitled **"Role of Leadership Styles in Enhancing Employee Retention and Motivation."** The study will be used for my research in the graduate school at Centro Escolar University, Makati.

Hoping for your approval and support in the success of this study. Rest assured that all data gathered will be solely for research purposes only.

Thank you for your consideration.

Sincerely,

HAMEED ALSHAMMARI
Researcher

Noted by:

DR. FRANCIS MICHAEL YAMBAO
Adviser

Appendix B

Survey Questionnaires

PART I:
DEMOGRAPHIC
1. What is your age?
2. What is your gender?
3. Length of service?
4. What is your highest educational attainment?
5. What is your position in the company?

PART II:

LEADERSHIP STYLE SCALE
(Adopted from Bass & Avolio, 1992)

The following questions helps in assessing your perceptions of the leadership style of the management. Rate yourself against each statement, determining your level of agreement or disagreement with what the statement is suggesting.

1 = Strongly Disagree   2 = Disagree   3 = Neutral   4 = Agree   5 = Strongly Agree

TRANSFORMATIONAL LEADERSHIP

Idealized Influence (II)
1. My supervisor makes another feel good to be around him/her
2. I have a complete faith in my supervisor
3. I am proud to be associated with my supervisor

Inspirational Motivation (IM)
1. My supervisor expresses in a few simple words what we could and should do
2. My supervisor provides appealing images about what we can do
3. My supervisor helps me find meaning in my work

Intellectual Simulation (IS)
1. My supervisor enables others to think about old problems in new ways
2. My supervisor provides others with new ways of looking at puzzling things
3. My supervisor gets others to think ideas that they had never questioned before.

Individual Consideration (IC)
1. My supervisor helps others develop themselves
2. My supervisor lets other know how he/she thinks we are doing
3. My supervisor gives personal attention to others who seem rejected

TRANSACTIONAL LEADERSHIP

Contingent Reward (CR)
1. My supervisor tells other what to do if they want to be rewarded for their work
2. My supervisor provides recognition/rewards when others reach their goals.
3. My supervisor calls attention to what others can get for what they accomplish

Management by exception (MBE)
1. My supervisor is always satisfied when others meet agreed-upon standards
2. As long as things are working, my supervisor do not try to change anything
3. My supervisor tells us the standards we have to know to carry out our work

AUTHORITATIVE LEADERSHIP
1. My supervisor believes employees need to be supervised closely they are not likely to do their work.
2. As a rule, my supervisor believed that employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.
3. I feel insecure about my work and need direction.
4. My supervisor is the chief judge of the achievements of employees
5. My supervisor gives orders and clarifies procedures.
6. My supervisor believes that most employees in the general population are lazy

LAISSEZ FAIRE LEADERSHIP
1. In complex situations my supervisor allows me to work my problems out on my own way.
2. My supervisor stays out of the way as I do my work
3. As a rule, my supervisor allows me to appraise my own work.
4. My supervisor gives me complete freedom to solve problems on my own
5. In most situations I prefer little input from my supervisor
6. In general, my supervisor feels it's best to leave subordinates alone

PART III:

EMPLOYEE RETENTION AND MOTIVATION
1. How has the management's leadership style influenced your work motivation? Explain your answer.
2. How long do you see yourself working for the organization with the way of leadership style of the management? Explain your answer.