EFFECTS OF LEADERSHIP STYLES ON EMPLOYEE RETENTION IN THE
PUBLIC SECTOR OF JAMAICA

by

Carlene Donna-Marie Davis, MBA, MSc, BA

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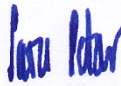DOCTOR OF BUSINESS ADMINISTRATION

SWISS SCHOOL OF BUSINESS AND MANAGEMENT GENEVA

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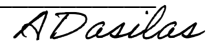by

Carlene Donna-Marie Davis, MBA, MSc, BA

APPROVED BY

_____

Saša Petar, Ph.D., Chair

Ljiljana Kukec, Ph.D. mentor

_____

Dr. Apostolos Dasilas, Ph.D., member

RECEIVED/APPROVED BY:

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Associate Dean's Name, Degree, Associate Dean

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Dedication

For My Mother, Lisa

Dear Mom,

As I sit down to write this dedication, I am filled with gratitude and appreciation for everything you have done for me. You have been my rock, my guide, my confidant, and my friend. You have sacrificed so much to give me the best possible life and I can never thank you enough.

From the moment I was born, you have showered me with love and affection. You have always been there for me, through thick and thin, never once faltering in your unwavering support. You have taught me so much, not just with your words, but also through your actions. You have shown me the true meaning of selflessness, kindness, and strength.

As I navigate through life, I realize more and more just how much you have shaped me into the person I am today. Your wisdom, your guidance, and your unconditional love have given me the courage and confidence to chase my dreams and overcome any obstacles that come my way. Mom, you are my hero, my inspiration, and my role model. I cannot imagine where I would be without you in my life. You are the embodiment of all that is good in this world, and I am so blessed to call you, my mother.

So, from the bottom of my heart, thank you, Mom. Thank you for all the sacrifices you have made, for all the love you have given, and for all the lessons you have taught me. I love you more than words can express, and I will always be grateful for everything you have done for me.

With all my love and admiration, may I inherit half your strength, Carlene

ABSTRACT

EFFECTS OF LEADERSHIP STYLES ON EMPLOYEE RETENTION IN THE
PUBLIC SECTOR OF JAMAICA

Carlene Donna-Marie Davis
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Dissertation Chair: Chair's Name
Co-Chair: Co-Chair's Name

This research paper aims to fill the gap in the existing literature regarding the effects of leadership styles on employee retention in the public sector of Jamaica and the Caribbean region as we operate similarly. By conducting a comprehensive study within this specific context, the research seeks to provide insights and recommendations tailored to the unique challenges and dynamics of the public sector in Jamaica. The study employed a mixed research method involving six public sector agencies encompassing various sectors, including security, health, education, housing, justice, and technology. A response rate of 52 per cent was achieved from the survey ensuring a robust data set for analysis.

The findings of this study indicate that leadership style has a significant impact on employee retention in the public sector of Jamaica. Additionally, the study reveals that the work environment and compensation play a crucial role in intensifying the effects of leadership style on employee retention. The research suggests that the public sector's current employee retention efforts are falling below expectations, highlighting the need for targeted interventions to address this issue effectively.

Notably, the study identifies autocratic leadership as a contributing factor to the rapid turnover of employees within the public sector. Conversely, employees express a greater willingness to work under a transformational leadership style. These findings underscore the importance of adopting leadership approaches that align with employee preferences and foster a positive work environment conducive to retention.

The results of this study hold practical implications for public sector agencies in Jamaica and the wider Caribbean region. By recognizing the significant influence of leadership style on employee retention, organizations can develop tailored strategies to enhance retention efforts and mitigate turnover rates. Emphasizing a transformational leadership approach, coupled with improvements in the work environment and compensation, can contribute to higher levels of employee satisfaction, engagement, and ultimately, improved retention.

This research paper concludes with recommendations for public sector agencies in Jamaica to implement effective leadership styles, create supportive work environments, and enhance compensation packages to improve employee retention. By addressing these key areas, the public sector can foster a motivated and committed workforce, leading to enhanced organizational performance and the provision of quality public services.

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Introduction

Numerous studies have been conducted on employee retention worldwide. Employee retention is an essential aspect of any business's success, and studies have been conducted globally to understand its factors, causes and consequences (Nair, 2013). Retaining as the word suggests is recruiting and keeping the most productive employees in a company as the opposite can be unfavourable for the employer (Khan, 2019). While the focus has been on other factors such as workplace culture and environment, leadership style is the most crucial factor in employee retention (Wakabi, 2016)

Leadership style refers to the way leaders interact with their employees, the decisions they make, and how they communicate those decisions (Kinsambwe, 2016). A leader's style can significantly impact employee morale, motivation, and job satisfaction, all of which can influence retention rates (Kinsambwe, 2016). A positive leadership style can create a culture of trust and respect within the workplace, leading to higher employee engagement and job satisfaction. On the other hand, negative leadership styles can lead to a lack of trust, poor communication, and low morale, which can drive employees away (Nair, 2013)

For this paper, as House (1999) put forward, leadership is "the ability of an individual to influence, motivate and enable others to contribute toward the effectiveness and success of the organization." Various studies have agreed that how employees are managed, and a combination of leadership styles positively affect a firm's ability to retain its workforce.

Though used interchangeably a manager and a leader do have different responsibilities (Liphadzi et al., 2017). A manager is a person who is responsible for planning, organizing, coordinating, and controlling the resources of an organization or a department within an organization, to achieve specific goals and objectives (Wajdi, 2017). Managers are

typically responsible for setting and communicating the vision, mission, and values of the organization, as well as developing and implementing strategies to achieve the desired outcomes (Kotter, 1998). They may also be responsible for making important decisions, resolving conflicts, and motivating and developing their team member (Wajdi, 2017). Good managers can balance the needs of the organization with the needs of their team members and are able to adapt their management style to fit the situation and the individuals they are working with (Allen et al., 1992).

On the other hand, leaders are focused on inspiring and motivating their followers to achieve those goals, they tend to be more people-oriented they may or may not have formal authority but can influence others through their personal qualities, such as charisma, vision, and inspiration while managers tend to use a directive or controlling style of management, leaders tend to use a more participative or collaborative style (Allen et al., 1992). Managers may use rewards and punishments to motivate their subordinates, while leaders use inspiration and persuasion. Leaders are often focused on driving change within an organization or a community, while managers are focused on maintaining the status quo and ensuring that day-to-day operations run smoothly in essence while a manager and a leader may have some overlapping responsibilities, the focus, authority, style, and attitude of each is different (Kotter, 1998). Good managers can manage tasks and people effectively, while good leaders can inspire and motivate their followers to achieve a common goal (Liphadzi et al., 2017). The public sector plays a vital role in the development and functioning of any country, and employee retention within this sector is of paramount importance (Thanh & Quang, 2022).

Retaining skilled and experienced employees is crucial for the efficient delivery of public services and the overall success of government initiatives (Hameduddin & Engbers, 2021). Leadership styles adopted within the public sector have a significant impact on employee retention. Understanding the effects of different leadership styles on employee

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retention in the public sector of Jamaica is essential for developing effective retention strategies and promoting organizational success.

The public sector of Jamaica faces unique challenges in attracting and retaining talented employees (Campbell, 2023). Factors such as limited resources, bureaucratic structures, and the allure of higher salaries in the private sector can contribute to high turnover rates. Leadership within the public sector plays a pivotal role in mitigating these challenges and creating a conducive work environment that promotes employee satisfaction, engagement, and retention (Mcintosh, 2023).

Previous research has explored the relationship between leadership styles and employee retention in various contexts. Transformational leadership, characterized by inspirational vision, empowerment, and individualized consideration, has been linked to higher levels of employee satisfaction and commitment, leading to increased retention rates (Hayati, 2022). Participative and democratic leadership styles, which emphasize employee involvement and collaboration, have also been associated with improved employee retention (Kinsambwe, 2016). However, the applicability of these leadership styles to the unique context of the public sector in Jamaica requires further investigation. Factors such as bureaucratic structures, organizational culture, and public service motivations may influence the effectiveness of different leadership styles in promoting employee retention (Campbell, 2023).

While one can agree that the topic of leadership styles and retention, in general, is not new, preliminary research showed a gap in the research of Jamaica's and Caribbean's literature on the topic. The information arising from research seeks to provide possible solutions to this topic. Therefore, this study aims to examine the effects of leadership styles specifically within the public sector of Jamaica. The findings will seek to contribute to the development of evidence-based strategies and assist in structuring organizations for public

sector leaders and policymakers to enhance employee retention and improve the delivery of public services.

Ultimately, the study seeks to foster a supportive and engaging work environment within the public sector of Jamaica, thereby promoting organizational success and public welfare. The need then is evident that this paper will not only add value to the existing body of research but will seek to bridge the gap between what is lacking on this topic globally.

1.1 Research Problem

Employee retention is a problem that affects both the public and private sectors in Jamaica, but the reasons and challenges may differ between the two (Justus, 2017). Jamaica's public sector consists of all government organizations, departments, and agencies that provide services and infrastructure to the public. This includes sectors such as health, education, transportation, public safety, and social services (Government of Jamaica, 2016) The public sector in Jamaica is said to face several challenges, including limited funding, outdated infrastructure, and a shortage of qualified personnel (Mcintosh, 2023). These challenges have contributed to issues such as lengthy wait times for services, low productivity, and high levels of corruption (The Gleaner, 2020)

However, in recent years, the government of Jamaica has made efforts to modernize and improve the public sector. For example, there have been initiatives to digitize government services, streamline bureaucratic processes, and improve transparency and accountability (Office of the Prime Minister, 2019). Additionally, Jamaica has received support from international organizations such as the World Bank and the International Monetary Fund (IMF) to implement reforms aimed at improving public sector efficiency and effectiveness (Ellington, 2023; McIntosh, 2023). Despite these efforts, the public sector in Jamaica continues to face significant challenges and there is a need for ongoing investment and reform to ensure that it can effectively serve the needs of the Jamaican people.

Good leadership is essential for retaining employees for several reasons, good leaders create a positive and productive work environment that promotes employee engagement, motivation, and satisfaction (Eagly & Chin, 2010). They provide clear communication, support, and feedback, which helps employees feel valued and invested in the organization. Good leaders provide employees with opportunities for growth and

development, such as training, coaching, and mentoring (Khoshhal & Guraya, 2016). This helps employees build new skills and advance their careers, which can increase their job satisfaction and commitment to the organization. Good leaders understand the importance of work-life balance and promote policies and practices that support employee well-being. They provide flexibility, time off, and other benefits that help employees manage their personal and professional responsibilities (Redmond & Dolan, 2014). Good leaders build trust and respect with employees by being honest, transparent, and accountable. They listen to employees' concerns and feedback and take action to address issues and improve the work environment (Hartley & Benington, 2010). Overall, good leadership is critical for retaining employees and building a successful organization. By creating a positive work environment, providing growth and development opportunities, promoting work-life balance, and building trust and respect, leaders can increase employee satisfaction, engagement, and commitment to the organization.

Meanwhile, poor leadership can have several negative impacts on retaining employees such as creating a toxic and unproductive work environment that can lead to low employee morale and high turnover rates. They may fail to communicate effectively, show favouritism, or create a culture of fear and intimidation (Krause & Semadeni, 2013). Poor leaders fail to provide employees with opportunities for growth and development, which can lead to frustration and disengagement. Employees may feel stuck in their roles and unable to advance their careers (Hartley & Benington, 2010). Poor leaders may prioritize work over employees' personal lives, leading to burnout and high levels of stress. They may not provide adequate time off, support, or flexibility, which can lead to poor job satisfaction and a high turnover rate (Redmond & Dolan, 2014). Poor leaders break the trust and respect of employees by being dishonest, unresponsive, or unaccountable. They may fail to listen to employees' concerns or take action to address issues, which can lead to disengagement and low morale (Eagly & Chin, 2010). Overall, poor leadership can have a significant negative impact on employee retention and organizational success. By creating a toxic work environment, failing to provide growth and development

opportunities, promoting work-life imbalance, and breaking trust and respect, poor leaders can cause high levels of employee turnover and damage the organization's reputation.

Employee retention is important for several reasons. Employee turnover can be costly for organizations. Replacing an employee can cost up to 200% of their annual salary, including recruitment and training costs (iGrad, 2016). By retaining employees, organizations can save on these costs and allocate resources to other areas of the business. Retaining experienced employees can help maintain continuity in the workplace and prevent disruptions in productivity. When employees stay with an organization, they become more familiar with the company's processes, systems, and culture, which can improve their performance and productivity over time (Wakabi, 2016). Retaining top talent can help organizations maintain a competitive advantage in the marketplace. High-performing employees can drive innovation, improve customer satisfaction, and increase revenue. By retaining these employees, organizations can continue to benefit from their skills and expertise (Kinsambwe, 2016). High turnover rates can create a negative work culture and impact morale. When employees leave, it can create a sense of uncertainty and instability among the remaining staff. By retaining employees, organizations can create a positive work culture and foster a sense of loyalty and commitment among staff.

Retaining employees can also help organizations develop their talent and promote from within. When employees stay with an organization, they have the opportunity to develop new skills, take on new responsibilities, and advance their careers. By promoting from within, organizations can foster a culture of learning and growth and retain their best employees (Nair, 2013). Employee retention is a complex issue that is influenced by a wide range of factors, including job satisfaction, salary and benefits, career growth opportunities, and organizational culture. Both the public and private sectors in Jamaica face challenges in retaining employees and addressing these challenges will require a multi-faceted approach that takes into account the unique needs and circumstances of each sector.

Overall employee retention is important for organizational success. By retaining employees, organizations can save on costs, maintain continuity and productivity, retain top talent, create a positive work culture, and promote employee development. (Baker and Sutner, 2022). This paper will seek to find out answers to the questions listed below:

1) What is the scale of employee retention in the public sector in Jamaica?
2) What specific leadership styles are contributing to the rapid turnovers of employees?
3) What can be done to enhance the relationship between leaders and employees to minimize employee turnover?

1.2   Research Purpose and Questions

While Jamaica is not unique employee retention has been plaguing numerous industries for decades and has become more prevalent for various reasons, including the advancement in technology, contract work, work from home, and a livable wage (Morgan, 2022). No longer does one occupy the same job for life, gone are the days when employees would work for a single company for their entire career. In today's fast-paced and ever-changing job market, it is increasingly common for individuals to change jobs several times throughout their careers (Morgan, 2022). This shift can be attributed to various factors, including the increased availability of job opportunities, the desire for career growth and development, and the changing needs and priorities of the modern workforce. The availability of job opportunities has increased due to advancements in technology and globalization. With the rise of remote work, individuals now have access to job opportunities from all around the world, making it easier to find jobs that suit their skills and interests (Morgan, 2022). Additionally, the gig economy has given rise to a more flexible workforce, where individuals can work on short-term projects or contracts, rather than committing to a single employer for an extended period (Doody, 2022). Another reason for this shift is the desire for career growth and development. Many individuals want to progress in their careers, take on new challenges, and develop new skills (Waters, 2022). This desire for growth and development often requires changing jobs, as individuals seek out new opportunities to learn and grow (Waters, 2022). Finally, the changing needs and priorities of the modern workforce have also contributed to this shift. With the need for a greater emphasis on work-life balance, many individuals are seeking out job opportunities that offer greater flexibility and autonomy. This shift has made it easier for individuals to find jobs that align with their personal and professional goals, rather than being tied to a single job or employer (Doody, 2022).

Therefore, the idea of occupying the same job for a lengthy period of time has become increasingly outdated in today's job market. With the availability of job

opportunities, the desire for career growth and development, and the changing needs and priorities of the modern workforce, individuals are more likely to change jobs several times throughout their careers (Parker, 2020). Employers must adapt to these changes by creating a work environment that encourages employee growth and development and offers opportunities for career progression (Parker, 2020). According to data from the Bureau of Labor Statistics (BLS) in the United States, the median number of years that wage and salary workers had been with their current employer in January 2020 was 4.1 years. This means that, on average, workers had been with their current employer for just over four years. However, this figure can vary significantly by age and occupation (U.S. Bureau of Labor Statistics, 2023).

As a result, the average length of time that people stay in one job may be affected in the coming years. (McKay, 2020). As such this study will seek to answer questions which will seek to provide answers that can be adopted by the public sector in Jamaica.

1. To provide comprehensive data on the effects of leadership styles on employee retention in the public sector in Jamaica
2. To identify which leadership style encourages employee retention in the public sector in Jamaica.
3. To supply industry leaders in Jamaica with information that will enhance the relationship between them and employees to minimize employee turnover.

1.3   Significance of the Study

This paper is critical as it will add new and relevant information to the current body of work. It will provide insights from a Jamaican perspective, with a different work structure, environment, and culture. The state of leadership in the public sector of Jamaica has been a topic of concern in recent years. While there are certainly examples of effective and dedicated leaders in the public sector, there have also been instances of poor leadership, corruption, and unethical behaviour (The Gleaner, 2020). One of the key challenges facing leaders in the public sector in Jamaica is the need for greater transparency and accountability. There have been cases of corruption and mismanagement of public resources, which have eroded public trust and confidence in government institutions (Office of the Prime Minister, 2019). In response to these challenges, the government of Jamaica has implemented a number of initiatives aimed at improving leadership and governance in the public sector. For example, there have been efforts to strengthen systems of accountability and oversight, including the establishment of an Integrity Commission to investigate corruption and other unethical behavior (Francis, 2022).

Jamaica, like many countries, has experienced a range of challenges with leadership styles. Historically, Jamaica has had leaders who have employed authoritarian leadership styles, characterized by a top-down approach where decisions are made without input from citizens or stakeholders (Simpson, 2020). This has led to a lack of trust in government and a feeling of disconnection between citizens and leaders. Corruption has been a significant issue in Jamaica, and some leaders have been accused of engaging in corrupt practices, including bribery and embezzlement (Eriksson, 2022). This has eroded public trust in leadership and undermined efforts to build a more equitable society. There is a lack of accountability and inclusivity and some Jamaican leaders have been criticized for a lack of accountability, failing to take responsibility for their actions and decisions This has created a culture of impunity, where leaders can act without consequences, which can further erode public trust (Smith, 2023).

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Jamaica is a diverse country, with many different ethnic and cultural groups. However, some leaders have been criticized for failing to create an inclusive environment where everyone's voice is heard and respected (Witter, 2023). This can lead to feelings of marginalization and alienation among certain groups. Jamaican politics can be highly polarized, with supporters of different political parties often deeply divided. This can make it difficult for leaders to build consensus and make progress on important issues, as each side may be more focused on scoring political points than on finding common ground (Lewis, 2019). There have also been efforts to improve the skills and capabilities of public sector leaders, through training and development programs, as well as greater emphasis on performance management and evaluation (Spence, 2023). Overall, the state of leadership in the public sector of Jamaica remains a work in progress.

While there are certainly challenges and areas for improvement, there are also opportunities for progress and positive change through continued investment and reform. In the public sector, limited opportunities for career growth, low salaries, and a lack of incentives and recognition can contribute to employee turnover. Additionally, bureaucratic processes, slow decision-making, and a lack of innovation can lead to frustration and a sense of disengagement among public sector employees.

CHAPTER   II:
REVIEW OF LITERATURE

Overview

Leadership theories are important to employee retention because they provide insight into how different leadership styles and behaviours can impact employee motivation, job satisfaction, and commitment to the organization. By understanding the different theories of leadership, organizations can develop effective leadership strategies that can help improve employee retention (Horner, 1997).

This literature review will critically evaluate and compare key leadership styles and approaches, identifying their relevant strengths, weaknesses, values, and limitations for employee retention to include organizational theory. Additionally, the review will explore McClelland's Acquired Needs Theory and the Resource-Based Employee Retention Theory as retention theories that employees can implement in their organization to drive innovation, change and service improvement. Moreover, it will look at the most popular reasons why an employee leaves their place of employment which in turn can offer solutions.

There are many different theories of leadership. Leadership theories are used to determine what type of leader someone is by using their characteristics, behaviours, and attitudes (Horner, 1997). This review will discuss among others Great Man Theory, Trait Theory, Behavioural Theory, Situational Leadership, Participative Leadership, Transactional Leadership and Transformational Leadership, Organizational Theory (Ray, 2013) why they are relevant or not relevant to today's working landscape and which new leadership trends are emerging that could impact or not have an impact on employee retention.

2.1   The Impact of Effective Leadership

Effective leadership plays a crucial role in influencing various aspects of an organization, ranging from individual outcomes to overall organizational culture. Effective leadership has a direct impact on individual employees. When leaders are skilled at motivating, communicating, and providing guidance, employees tend to experience positive outcomes, such as increased job satisfaction, higher morale, and improved self-efficacy (Sinek, 2014). Clear direction and support from leaders can lead to better performance, as employees understand their roles and responsibilities, feel valued, and are more likely to be productive and committed to their tasks (Maxwell, 2021).

Leaders who foster a positive work environment, encourage collaboration, and set clear expectations can significantly influence team performance. Effective leaders promote open communication, facilitate problem-solving, and create a sense of unity within the team (Zenger & Folkman, 2017). This, in turn, leads to improved coordination, increased productivity, and better overall team outcomes. Strong leadership can also mitigate conflicts, enhance accountability, and promote a shared sense of purpose among team members.

Effective leadership is a key driver of employee engagement and satisfaction. When leaders demonstrate appreciation for employees' contributions, provide opportunities for growth and development, and offer constructive feedback, employees are more likely to be engaged with their work (Maxwell, 2021). Engaged employees are enthusiastic about their roles, feel a sense of ownership, and are motivated to contribute their best efforts. High levels of employee engagement can lead to lower turnover rates and a more positive workplace environment (Zenger & Folkman, 2017).

A leader's ability to foster an environment of innovation and creativity can significantly impact an organization's success. Effective leaders encourage risk-taking, tolerate failure

as a part of the learning process, and promote diverse perspectives. They also allocate resources for research and development and support the exploration of new ideas (Amabile & Khaire, 2014). Such leadership practices contribute to a culture of innovation, where employees feel empowered to propose novel solutions and contribute to the organization's growth and competitiveness.

Leaders set the tone for culture and climate. Their behaviour, values, and decisions influence the overall work atmosphere and how employees interact with each other (Schneider, 2014). Effective leaders model the desired behaviors and values, shaping a positive organizational culture that aligns with the organization's mission and vision. They establish a sense of trust, transparency, and integrity, which in turn fosters a supportive and collaborative climate where employees feel valued and motivated to contribute (Schneider, 2014).

Effective leadership has far-reaching impacts on individual employees, teams, engagement levels, innovation, and the overall culture of an organization. It sets the foundation for a positive and productive work environment, contributing to improved outcomes at both the individual and organizational levels.

Leaders can adopt the most effective leadership style for their organization by considering a few key factors and adjusting their approach accordingly. Leaders need to assess the situation and context in which they are operating. This includes factors such as the organization's goals, culture, structure, and environment, as well as the needs and expectations of team members (Collins, 2001). Based on the assessment of the situation, leaders can identify the most effective leadership style. This may involve using a specific leadership theory or approach, such as contingency theory, transformational leadership, or servant leadership. Once the leadership style has been identified, leaders should communicate their expectations and goals to team members (Aggarwal, 2022). This includes explaining the rationale behind the chosen leadership style and how it will help

the team achieve its objectives. Leaders need to adjust their behaviour and actions to match the chosen leadership style. For example, if they are using a transformational leadership style, they may need to focus on inspiring and motivating team members to achieve their goals (Choi et al., 2017). Finally, leaders need to regularly evaluate the effectiveness of their leadership style and adjust it as needed. This may involve gathering feedback from team members, monitoring performance metrics, and adjusting their approach based on changing circumstances. Overall, adopting the most effective leadership style requires a thoughtful and deliberate approach, with a focus on understanding the needs of the organization and the team. By doing so, leaders can improve their effectiveness and help their organization achieve its goals.

As previously mentioned, the adverse effects of ineffective leadership can significantly impede the sustainability and growth of companies (Miller, 2022).

There are many case studies that illustrate the negative impact of poor leadership styles on employee retention. In 2017, a former employee published a blog post detailing Uber's toxic work culture, which included sexual harassment, discrimination, and poor leadership. This led to a series of high-profile departures, including the Chief Executive Officer and other senior executives (Conger, 2019). The energy company Enron famously collapsed in 2001 due to fraudulent accounting practices, but many have also pointed to the company's aggressive and toxic work culture as a contributing factor. The company's leadership, including Chief Executive Officer, Jeff Skilling, were known for their aggressive management style, which led to high turnover and low morale among employees (Constable, 2021). In 2016, the pharmaceutical company Mylan faced backlash over the high price of its EpiPen product. The company's Chief Executive Officer, Heather Bresch, was criticized for her handling of the situation, including her lack of transparency and communication with employees and the public. This led to a decline in employee morale and a wave of departures from the company (Mangan, 2017). Additionally, the retail giant Sears filed for bankruptcy in 2018, after years of declining sales and profits.

Many analysts have pointed to poor leadership and management as a key factor in the company's decline, including Chief Executive Officer, Eddie Lampert's tendency to micromanage and prioritize short-term profits over long-term sustainability (Isidore, 2018). These situations illustrate the negative impact of poor leadership styles on employee retention, morale, and ultimately, organizational success. Effective leadership is critical for creating a positive and productive work environment, retaining top talent, and achieving long-term success.

On the other hand, there are numerous case studies as well that illustrate the positive impact of effective leadership styles on employee retention. Technological giant Apple is known for its strong leadership and management culture, which has helped the company retain top talent for many years. Chief Executive Officer, Tim Cook has emphasized the importance of creating a positive work environment and investing in employee development, which has led to high levels of employee engagement and retention (Dudovskiy, 2023). Similarly, Salesforce is another company that is known for its strong leadership and employee retention. Chief Executive Officer, Marc Benioff has prioritized employee well-being and social responsibility, which has helped the company attract and retain top talent in a competitive industry (Sostrin, 2022). Additionally, Google is known for its innovative and employee-centric culture, which has helped the company retain top talent for many years. Chief Executive Officer, Sundar Pichai has emphasized the importance of transparency, collaboration, and employee empowerment, which has led to high levels of employee satisfaction and retention (Rydén, 2017). Patagonia is a clothing company that has a strong commitment to social and environmental responsibility, which has helped the company retain top talent and build a loyal customer base. Chief Executive Officer, Rose Marcario has emphasized the importance of creating a positive and purpose-driven work environment, which has led to high levels of employee engagement and retention (Stratten & Stratten, 2018).

Overall, these examples illustrate the positive impact of effective leadership styles on employee retention and organizational success. By prioritizing employee well-being, investing in development and growth opportunities, and creating a positive and purpose-driven work environment, leaders can attract and retain top talent and build a successful and sustainable organization.

2.2 Theoretical Framework

A theoretical framework is a collection of concepts, ideas, and assumptions that provide a way of understanding and interpreting a particular phenomenon or research problem. It is a set of interconnected concepts that guide and inform research by providing a foundation for understanding the relationships between different variables and how they contribute to the overall phenomenon being studied (Grant et al., 2014).

Theoretical frameworks are often used in academic research, particularly in social sciences such as sociology, psychology, and economics. They help researchers to develop hypotheses, design research studies, and interpret their findings (Anfara & Mertz, 2015). A theoretical framework can be conceptual or theoretical. A conceptual framework is a specific set of concepts and relationships between those concepts that form a foundation for a research study. In contrast, a theoretical framework is a broader, more abstract set of concepts that underlie a research field or discipline (Grant et al., 2014).

The components of a theoretical framework may include concepts, definitions, assumptions, and propositions. Concepts refer to the key ideas or phenomena being studied, and definitions provide a clear understanding of those concepts. Assumptions are the underlying beliefs and values that guide the research, and propositions are statements about the relationships between the different concepts in the framework (Anfara & Mertz, 2015). A well-developed theoretical framework helps researchers to make sense of their findings and to connect them to existing knowledge in the field. It provides a way of organizing and

synthesizing information and can help researchers identify gaps in knowledge that need further exploration (Grant et al., 2014). In summary, a theoretical framework is a set of interconnected concepts, assumptions, and propositions that guide and inform research. It provides a foundation for understanding the relationships between different variables and contributes to the overall understanding of the phenomenon being studied.

2.3 Motivational and Retention Theories

Motivational and retention theories are a set of theories that aim to explain the factors that influence employee motivation and retention in organizations. These theories are important because they help organizations understand how to create a work environment that fosters employee motivation and retention (Govindaraju, 2023). Some of the most well-known motivational and retention theories include Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, Expectancy Theory, Equity Theory and McClelland's Acquired Needs Theory.

Maslow's Hierarchy of Needs theory proposes that individuals have different levels of needs that must be met in a specific order. These needs include physiological needs, safety needs, love and belonging needs, esteem needs, and self-actualization needs. As each level of needs is met, individuals become motivated to fulfil the needs at the next level (McLeod, 2023) while Herzberg's Two-Factor Theory of Motivation- Hygiene proposes that there are two types of factors that affect employee motivation and satisfaction. Hygiene factors, such as working conditions and salary, can lead to job dissatisfaction if they are not met. Motivational factors, such as achievement and recognition, can lead to job satisfaction and motivation when they are present (Nickerson, 2023). Scholl (2002) stated that the Expectancy Theory proposes that individuals are motivated by the belief that their efforts will lead to desired outcomes. This belief is influenced by three factors: expectancy (the belief that effort will lead to performance), instrumentality (the belief that performance

will lead to outcomes), and valence (the value that individuals place on the outcomes). The Equity Theory proposes that individuals are motivated by fairness and equality in the workplace. When individuals perceive that they are being treated unfairly compared to their peers, they become demotivated and may seek to leave the organization (Messick & Cook, 1983). And finally, McClelland's Acquired Needs Theory also known as the McClelland Theory of Motivation states that all human beings regardless of age and gender have three needs. These needs are driven by motivation they include achievement, affiliation, and power (Gordon, 2022)

These theories are important for organizations because they provide insight into the factors that motivate and retain employees. By understanding these factors, organizations can create a work environment that fosters employee motivation and retention, leading to higher levels of productivity, job satisfaction, and organizational success. For the purpose of this paper, McClelland's Acquired Needs Theory, Maslow's Hierarchy of Needs theory and Maslow's Hierarchy of Needs theory will be discussed in relation to leadership styles and employee retention.

2.4 McClelland's Acquired Needs Theory

McClelland's Acquired Needs Theory also known as the Three Needs Theory is a motivational theory developed by David McClelland, a psychologist who studied motivation in the workplace. This theory suggests that individuals are motivated by three fundamental needs: achievement, affiliation, and power. According to this theory, everyone has a dominant need that shapes his or her behavior and drives his or her actions (Gordon, 2022).

McClelland (1988) said the three needs are defined as the Need for Achievement. This refers to an individual's desire to accomplish challenging goals and to be recognized for their achievements. Individuals with a high need for achievement are motivated by

situations in which they can take personal responsibility for success or failure, receive feedback on their performance, and have a sense of accomplishment when they achieve their goals. The second is the Need for Affiliation. This refers to an individual's desire to form close relationships with others and to be liked and accepted by others. Individuals with a high need for affiliation are motivated by situations in which they can work collaboratively with others, have opportunities to interact socially, and receive social support from others. The final one is the Need for Power. This refers to an individual's desire to influence and control others and to be in a position of authority. Individuals with a high need for power are motivated by situations in which they can lead and direct others, have opportunities to make decisions and influence outcomes, and have control over resources and rewards (McClelland, 1988).

McClelland believed that these needs are learned and acquired through life experiences and socialization and that they are influenced by cultural factors. For example, some cultures may place a greater emphasis on the need for achievement, while others may place more emphasis on the need for affiliation or power (Bhattacharya & Mittal, 2020). According to this theory, individuals with a high need for achievement tend to be more successful in entrepreneurial activities, while those with a high need for affiliation tend to be more successful in customer service or team-based activities. Individuals with a high need for power tend to be more successful in leadership positions or in situations where they can control resources or influence outcomes (Andersen, 2018).

In order to motivate individuals effectively, McClelland suggested that managers should identify their employees' dominant needs and design tasks and rewards that meet those needs (McClelland, 1988). For example, individuals with a high need for achievement may be motivated by challenging goals and recognition for their achievements, while those with a high need for affiliation may be motivated by team-building activities and social events, and those with a high need for power may be motivated by opportunities to lead and influence others.

Overall, McClelland's Acquired Needs Theory provides a useful framework for understanding what motivates individuals in the workplace and how managers can design tasks and rewards to meet those needs. While the theory has been influential in understanding human motivation and behavior, there have been some criticisms and arguments against it.

Critics argue that McClelland's theory presents an oversimplified view of motivation by reducing it to three basic needs. They argue that motivation is a complex construct influenced by various internal and external factors beyond these three needs. This criticism suggests that the theory fails to capture the multidimensional nature of motivation (Osemeke & Adegboyega, 2017). Some argue that McClelland's theory may lack cross-cultural validity as it was primarily developed based on studies conducted with Western samples. Critics argue that the emphasis on individual achievement and power may not hold true across all cultural contexts. Studies have shown that cultural values and norms significantly influence individuals' motivation and behavior (Hofstede, 1980; House et al., 2004). Therefore, it is important to consider cultural variations in motivational theories.

Another criticism of McClelland's theory is its limited predictive power. Critics argue that the theory fails to consistently predict actual behavior or performance outcomes. Research has shown mixed results when attempting to link individual needs to specific behaviors or performance indicators (Judge et al., 2002; Winter, 1991). This suggests that the theory may not provide a comprehensive framework for understanding human motivation and behavior in all contexts. Some critics argue that there is a lack of robust empirical evidence supporting McClelland's theory. While initial studies supported the theory's propositions, subsequent research has yielded inconsistent findings and failed to provide strong empirical support (Atkinson, 1987; Spangler, 1992). This lack of consistent evidence raises questions about the generalizability and validity of the theory. It's important to note that while there are arguments against McClelland's Theory of Needs, it has still

made significant contributions to the field of motivation and has been influential in understanding individual differences and motivations in various contexts. However, researchers have highlighted the need for further exploration and refinement of the theory to address its limitations and enhance its practical applicability.

Notwithstanding the theory has garnered support and has been influential in the field of motivation. Some arguments in favor of McClelland's theory cite the focus on Individual Differences, McClelland's theory recognizes and emphasizes individual differences in motivational needs. It acknowledges that individuals vary in the intensity and dominance of different needs, which can impact their motivation and behavior. This perspective highlights the importance of understanding and addressing these individual differences to effectively motivate employees (McClelland, 1987).

The theory provides practical implications for managers and organizations. By identifying and understanding the predominant needs of individuals, leaders can tailor their motivational strategies and create a work environment that aligns with employees' motivational needs. For example, recognizing and providing opportunities for achievement or empowering employees with decision-making authority for those driven by the need for power (McClelland, 1961). Research has found some support for the relationship between McClelland's needs and job performance. For instance, individuals with a high need for achievement tend to set challenging goals, persist in the face of obstacles, and demonstrate higher levels of task performance (Koestner et al., 2002; Miner, 2003).

These findings suggest that the theory can provide insights into understanding employee performance. McClelland's theory emphasizes the developmental aspect of needs. It suggests that needs are not fixed traits but can be influenced and developed over time through training and experience. This perspective offers opportunities for interventions and interventions to enhance motivation by developing and strengthening specific needs (McClelland, 1985). The theory has been applied in various contexts,

including work settings, education, and personal development. It provides a framework for understanding motivation beyond traditional reward-based theories like Maslow's hierarchy of needs. McClelland's theory allows for a more nuanced understanding of what motivates individuals and can be adapted to different cultural and organizational settings (McClelland, 1987). It is important to note that while there is support for McClelland's Theory of Needs, it is not without its limitations and criticisms. Nonetheless, the theory has made significant contributions to the understanding of motivation and continues to be influential in various fields.

2.5 Maslow's Hierarchy of Needs Theory

Maslow's Hierarchy of Needs theory is a widely recognized and influential framework in the field of psychology and management. It proposes that individuals have a hierarchy of needs that drive their behavior, and these needs must be fulfilled in sequential order, starting from basic physiological needs to higher-level psychological needs (McLeod, 2023). Maslow's theory provides a systematic way to understand employees' needs and motivations. By recognizing and addressing these needs, organizations can create a work environment that aligns with employees' requirements and fosters a sense of fulfilment. This can contribute to higher job satisfaction and ultimately increase employee retention. Maslow's theory highlights the importance of providing a supportive work environment that fulfils employees' physiological, safety, and belongingness needs (Poston, 2009).

Organizations can focus on creating a safe and inclusive workplace, fostering positive relationships among employees, and promoting a sense of belonging and camaraderie. When these needs are met, employees are more likely to feel valued, engaged, and committed to the organization. Maslow's theory emphasizes the importance of self-actualization, which represents the highest level of need related to personal growth and fulfilment (Freitas & Leonard, 2011). Organizations can facilitate employee development

and growth opportunities, such as training programs, mentoring, and challenging assignments. When employees feel a sense of personal growth and achievement, they are more likely to be satisfied with their work and remain loyal to the organization.

Critics argue that Maslow's theory may oversimplify the complexities of human needs and motivations. Employees have diverse backgrounds, personalities, and aspirations, and their needs may not neatly fit into Maslow's hierarchical structure. The theory may fail to capture the individual differences and unique combinations of needs that influence employee retention (Osemeke & Adegboyega, 2017).

Human needs are not static but can change over time based on individual experiences, personal growth, and changing life circumstances. Maslow's theory assumes a linear progression from one need level to the next. However, employees' needs may vary and shift, and their retention may be influenced by different needs at different stages of their careers (Fallatah & Syed, 2017). Leaders need to adapt their approach to meet these evolving needs. Maslow's theory suggests that employees have a need for belongingness and esteem, which can be influenced by leadership style. Leaders who demonstrate supportive behaviors, provide recognition, and foster positive relationships can contribute to meeting these needs (Osemeke & Adegboyega, 2017). Such leadership styles, such as transformational or servant leadership, can enhance employee satisfaction, engagement, and retention. Maslow's theory emphasizes the fulfillment of higher-level psychological needs, such as self-esteem and self-actualization. Leaders who encourage autonomy, pand ersonal growth, and provide challenging and meaningful work can contribute to fulfilling these needs. This can create a positive work environment, promote employee development, and enhance retention (Eaton, 2012).

While leadership styles can influence employee motivation and satisfaction, it is essential to recognize that motivation is a complex construct influenced by various factors beyond leadership style. Factors like job design, compensation, organizational culture, and

individual characteristics also play a significant role in employee motivation and retention. Relying solely on leadership style may overlook these multifaceted influences (Maslow, 1954). Employees have unique preferences and respond differently to various leadership styles. Some employees may thrive under a more directive or autocratic leadership style, while others may prefer a participative or democratic approach. Leaders should be flexible and adaptable in their leadership style, considering individual differences and tailoring their approach (Crandall et al., 2020).

Maslow's Hierarchy of Needs theory and McClelland's Acquired Needs Theory are two prominent motivational theories that focus on explaining what motivates human behavior. While they have some similarities, they also have significant differences. One of the main similarities between the two theories is that they both suggest that human needs play a crucial role in shaping behaviour. Maslow's theory proposes that human needs are arranged in a hierarchical order, starting with physiological needs at the base, followed by safety needs, belongingness and love needs, esteem needs, and self-actualization needs at the top (Stead, 1972). Similarly, McClelland's theory suggests that individuals have three fundamental needs - achievement, affiliation, and power - that drive their behaviour. Another similarity between the two theories is that they both propose that needs are learned and acquired through life experiences. Maslow's theory suggests that the lower-level needs must be met before higher-level needs become motivating, while McClelland's theory suggests that individuals acquire their dominant needs through their socialization experiences and cultural background (Pardee, 1990). However, there are also significant differences between the two theories. One of the main differences is that Maslow's theory proposes a hierarchical order of needs that must be satisfied sequentially, while McClelland's theory suggests that an individual can have a dominant need that drives theirbehaviourr, without the need for other needs to be satisfied first. Another difference is that Maslow's theory is more focused on individual needs and self-actualization, while McClelland's theory is more focused on needs in the workplace and how managers can use those needs to motivate employees. Maslow's theory suggests that individuals have an

innate drive towards self-actualization, which involves realizing one's full potential, while McClelland's theory suggests that individuals are motivated by specific needs that are acquired through their life experiences (Osemeke & Adegboyega, 2017).

In summary, Maslow's Hierarchy of Needs theory and McClelland's Acquired Needs Theory are both important motivational theories that emphasize the role of needs in shaping behaviour. While they have some similarities, they also have significant differences in terms of their focus, the hierarchical order of needs, and how needs are acquired.

2.6 Resource-Based Employee Retention Theory

The Resource-Based Employee Retention Theory is accredited to Birger Wernerfelt who in 1984 produced an article titled 'Resource-based view of the firm' (Wernerfelt, 1984). This theory argues that employees who feel important and useful to an organization are more likely to remain loyal thus reducing turnover. This theory fits into this research as when employees feel their contributions are valued and they have served a purpose in the organization the issue of retention they are less likely to leave the organization (Jensen et al., 2023).

The Resource-Based Employee Retention Theory, also known as the Resource-Based View (RBV) of employee retention, focuses on understanding how an organization's unique resources and capabilities contribute to employee retention. It emphasizes the role of valuable, rare, and inimitable resources that are difficult for competitors to replicate (Gerhart & Feng, 2021). The Resource-Based Employee Retention Theory highlights the importance of identifying and leveraging valuable resources that contribute to employee retention. These resources can include a positive work culture, competitive compensation and benefits packages, opportunities for career development and growth, work-life balance initiatives, and recognition and rewards programs. The theory suggests that these resources

create a competitive advantage for organizations in attracting and retaining talented employees (Mackey & Barney, 2019). The Resource-Based Employee Retention Theory emphasizes the significance of rare resources that are not easily available to competitors. In the context of employee retention, this can refer to unique organizational practices, supportive leadership styles, specialized training and development programs, or a strong employer brand. These rare resources differentiate the organization from others and make it more attractive to employees, reducing the likelihood of them leaving for competing organizations (Kraaijenbrink, 2011). The Resource-Based Employee Retention Theory highlights the importance of resources that are difficult for competitors to imitate or replicate. In the context of employee retention, this can include strong relationships and trust between employees and management, a supportive and inclusive work environment, a well-established organizational culture, or specific expertise or knowledge possessed by employees. These inimitable resources create barriers for employees to leave the organization as they may not find similar conditions elsewhere (Gerhart & Feng, 2021).

The Resource-Based Employee Retention Theory also emphasizes the role of organizational capabilities in employee retention (Jensen et al., 2023). Organizational capabilities refer to the collective skills, knowledge, and abilities of the workforce and how they are effectively aligned and utilized within the organization (Choi, 2006). These capabilities can include effective communication channels, strong leadership, teamwork and collaboration, and the ability to adapt and respond to changing employee needs. Building and leveraging these capabilities can enhance employee retention by creating an environment that fosters engagement, productivity, and satisfaction (Mackey & Barney, 2019). The Resource-Based Employee Retention Theory suggests that organizations that effectively identify, develop, and leverage their unique resources and capabilities will gain a competitive advantage in attracting and retaining talented employees (Jensen et al., 2023). By providing valuable, rare, and inimitable resources, organizations can differentiate themselves from competitors and create a work environment that enhances employee satisfaction, commitment, and retention. It's important to note that the RBV of employee

retention complements other retention theories and frameworks, such as the psychological contract theory and social exchange theory (Kraaijenbrink, 2011). By focusing on the organization's resources and capabilities, the RBV provides insights into how organizations can strategically manage employee retention and gain a competitive edge in the talent market. Overall, the Resource-Based Employee Retention Theory emphasizes the importance of identifying and leveraging valuable, rare, and inimitable resources to enhance employee retention and create a competitive advantage for organizations.

The Resource-Based Employee Retention Theory can be complementary to the theories discussed earlier regarding leadership and retention, such as Maslow's Hierarchy of Needs and McClelland's Theory of Needs. Maslow's theory focuses on understanding individual needs and motivations, including physiological, safety, social, esteem, and self-actualization needs (Stead, 1972). The Resource-Based Employee Retention Theory can align with Maslow's theory by providing the necessary resources and capabilities within the organization to fulfill these needs (Crawley, n.d.). For example, providing a safe work environment (safety need) or opportunities for personal growth and development (self-actualization need) can contribute to employee retention. The Resource-Based Employee Retention Theory can enhance Maslow's theory by providing a strategic perspective on how organizations can systematically identify and allocate resources to meet employees' needs. By leveraging valuable and rare resources, organizations can better address the diverse needs outlined in Maslow's hierarchy, thus enhancing employee satisfaction and retention. In the meantime, McClelland's theory focuses on the three primary needs of achievement, power, and affiliation. The Resource-Based Employee Retention Theory can complement McClelland's theory by aligning organizational resources and capabilities to address these needs (Crawley, n.d.). For example, creating a supportive and empowering work environment (affiliation and power needs) or providing opportunities for challenging projects and recognition (achievement need) can contribute to employee retention.

The Resource-Based Employee Retention Theory can enhance McClelland's theory by emphasizing the role of valuable, rare, and inimitable resources in fulfilling these needs. It recognizes that organizations can strategically allocate resources to enhance employee motivation and retention based on their dominant needs (Martín, 2016). By providing resources that align with employees' specific needs, organizations can increase their satisfaction, engagement, and ultimately their retention.

Overall, the Resource-Based Employee Retention Theory complements and synergizes with theories like Maslow's Hierarchy of Needs and McClelland's Theory of Needs by providing a strategic perspective on how organizations can allocate and leverage their resources to meet employee needs and enhance retention. It adds a valuable perspective on the role of valuable, rare, and inimitable resources in creating a competitive advantage for attracting and retaining talented employees.

2.7 Leadership Theories

Avolio and Weber (2009) argue that in the recent past, scholars have begun acknowledging the role of followers in defining leadership. There has also been an increase in focus on ethical and authentic leadership in contemporary literature. Nonetheless, Charry (2012) explains that certain traits, behaviours, qualities, and situations are responsible for leadership actions. Theories that were formulated based on the influence and power a leader can have on the followers and achieving objectives include the ultimate result of this course of action is that employees will feel like an integral part of the organization and will be less likely to look for external opportunities as demonstrated in the work of Holtom and Darabi (2018). Each theory offers a unique perspective on how leaders can influence employee behaviour and motivation.

2.8 Great Man Theory

The great man theory was formulated by Scottish writer and philosopher Thomas Carlyle in the 19th century (1840) who argued that great men define the history of the world (Khan and Nawaz, 2016). Carlyle argued that history is shaped by great leaders who possess extraordinary qualities that enable them to achieve great things. These leaders, according to Carlyle, are born into their roles and possess a kind of heroic spirit that sets them apart from ordinary people. This theory based its reasoning on the idea that some among us were born to lead while some were born to be led. This theory points to men such as Alexander the Great, Abraham Lincoln and Julius as an example of men who were born naturally with the qualities that depict a great leader and would have become a leader regardless of where life took them. (Tulsian, 2002). According to Thomas Carlyle, a leader must possess unique characteristics that entice followers. Initially, leadership was defined by qualities that are mainly associated with men and thus the name "great man" (Amanchukwu and Ololube, 2015).

The theory was designed based on the belief that when confronting circumstances rise, great leaders, particularly in the military, also arise. Nawaz and Khan (2016) explain that the great man theory suggests that individuals born with the ideal qualities make them extraordinary and thus these qualities are essential for assuming leadership mantles. In essence, a leader is a champion who oversees the accomplishment of all set objectives for the followers. The theory has been criticized for weaknesses including being outdated, representing the views of a narrow middle class of the 19th century and being masculine and underestimating other people such as women. Critics of the Great Man Theory argue that it is overly simplistic and ignores the many factors that contribute to leadership success, such as education, experience, and social and cultural context. They also point out that the theory is based on a narrow definition of leadership that focuses on the individual qualities of the leader, rather than the broader social and organizational context in which leadership takes place.

Despite its limitations, the Great Man Theory has had a lasting impact on the study of leadership. It has influenced other theories of leadership, such as trait theory, which suggests that certain personal traits are associated with effective leadership, and transformational leadership theory, which emphasizes the importance of charisma, inspiration, and vision in effective leadership. It has been praised for its critical role in eliciting research to establish the traits that create great leaders (Khan and Nawaz, 2016).

According to Nawaz and Khan (2016), the great man theory did not always meet the expectation of the scholars citing the case of leaders such as Napoleon Bonaparte and Adolf Hitler thus the problem with the great man theory, though both had military background they ended up trying to keep power by instilling fear in the people they seek to lead. In essence, such people who were considered great men eventually became irrelevant and their organizations failed to deliver as expected. Today, the belief that great leaders are born is still common and that personality traits and life experiences are key factors influencing leadership style. For instance, Isaacson (2012) cites unorthodox Steve Jobs traits including countercultural and rebellion as some that he utilized to lead at Apple. It highlights the usefulness of the "great man" qualities in modern organizations to attain success.

2.9 Trait Theory

This theory was pushed forward in the 1940s after Ralph Melvin Stogdill in his research argued that social situational interactions define leadership (Oakleaf, 2015). Like the great man theory, the trait theory contends that leaders inherit physical, intellectual and personality traits which are key factors for making them exceptional leaders (Charry, 2012). The theory attempts to isolate various traits common among leaders and distinct from non-leaders. However, scholars have so far not found universal traits among leaders (Venditti and McLean, 2014). The trait theory contends that unique traits such as

knowledge, ideas, physical features, intelligence, and values among others can set apart effective leaders (Daft, 2008, as cited in, Aalateeg, 2017). Northouse (2015) cites the strengths of trait theory including its conformity with society's view that leaders are gifted and special. He adds that a significant body of research data supports the trait approach; other studies have found various traits that can set apart effective leaders.

However, some studies have raised questions highlighting the weaknesses of the trait approach to leadership including whether these traits are inherited or nurtured. While trait theory has been influential in shaping our understanding of leadership, it has been criticized for its narrow focus on individual traits and its failure to account for the broader social and organizational context in which leadership takes place. Critics argue that effective leadership is not solely dependent on individual traits, but also on factors such as organizational culture, power dynamics, and situational factors. Nonetheless, some question whether the trait approach should be a science or art (Mukherjee, 2015). According to Mukherjee (2015), leadership can be considered an art but there is a need for the use of special skills and knowledge. Although a leader may be born with certain traits, there is still a need to nurture talents and develop them. For example, although cognitive abilities are partly genetic, there is still a need to develop them.

According to Uzohue and Akintayo (2016), the trait theory offers critical information applicable across modern organizational levels. For instance, Elon Musk has been regarded as a visionary leader and an eclectic innovator because of his traits including high emotional ability/low neuroticism, resilience, and introversion (Vannella, 2017). Thus, managers need to utilize the information in making their position more influential in any organization. It allows them to gain more insight into the way their traits can be influential in achieving their objectives (Vannella, 2017). In essence, the strengths and weaknesses each manager may possess can be useful in the further development of effective leadership qualities. Despite its limitations, trait theory has had a lasting impact on the study of leadership. It has influenced other theories of leadership, such as

transformational leadership theory, which emphasizes the importance of charisma, inspiration, and vision in effective leadership.

In conclusion, trait theory suggests that certain personality traits are associated with effective leadership. While this theory has limitations, it has helped to shape our understanding of the qualities that contribute to effective leadership and has influenced other theories of leadership.

2.10 Behavioural Theory

Behavioral theory is a leadership theory that suggests that leadership is not determined by personal traits, but rather by a leader's behavior. According to this theory, effective leadership is not necessarily associated with specific personality traits, but with the behavior of the leader in various situations.

Behavioural Theory was introduced in the 1960s by scholars such as Katz, Maccoby, Gurin, and Floor (1951) and Stogdill and Coons (1957) who identified task-oriented and relationship-oriented leadership (Oakleaf, 2015). The behavioural Theory of leadership contends that effective leaders are cultivated and not born. The theory focuses on leadership actions as opposed to intellectual or internal characteristics. Uzohue and Akintayo (2016) explain that anyone can learn to become a great leader through training and experience. It is action, not intelligence or inherent quality that makes a great leader. Through proper training and experience anyone can rise to lead. According to Naylor (2014), interest in leadership behaviour has been aroused by the analysis of democratic and autocratic characteristics. In essence, these types of leaders have been documented to perform their duties distinctively. The behavioural theory assumes that through training and observation, a keen learner can become a great leader as opposed to leaders being born with leadership qualities.

Kovach (2018) reports various studies conducted to examine leadership behaviours. On the other hand, Derue, Nahrgang, Wellman, and Humphrey, (2011), report that 65 distinct classifications of leadership behaviours are available in the literature. However, they identify four elements including relational-oriented behaviours, task-oriented behaviours, change-oriented behaviours, and passive leadership. Many scholars consider the behaviour theory a major step from the trait theory as it focuses on the ability to acquire leadership behaviours rather than being born with them. Oakleaf (2015) praises the theory for its ability to describe effective leaders based on their behavioural responses in various situations. She maintains that the best leaders are those that can change their behaviours to suit every situation. Northouse (2015) cites other strengths including the theory's ability to expand the scope of research on leadership, research tenets that confirm its credibility and being heuristic. However, it has been criticized for a lack of clear studies on the effect of a leader's behaviour on outcomes.

Kurt Lewin (1983) added to the discussion that leader behaviour can be attributed to one of these three types of leadership styles namely autocratic leader, democratic leader, and laissez-faire leader. Autocratic leaders make decisions on their own, without consulting their subordinates. Democratic leaders involve their subordinates in the decision-making process meanwhile Laissez-faire leaders are hands-off and allow their subordinates to make decisions on their own (Carlin, 2022).

Autocratic leadership is a style of leadership in which the leader makes decisions on their own without consulting with their subordinates. Autocratic leaders formulate decisions without the input of their team, this can be good when a quick decision is needed but can be negative when team members feel left out of the process. In this style of leadership, the leader has complete control and authority over the decision-making process and often uses their power to enforce their decisions (Carlin, 2022). Autocratic leadership is often associated with a top-down approach to management, where the leader gives orders

and expects their subordinates to follow them without question. The leader in this style of leadership tends to be highly directive and can be seen as controlling, with little room for feedback or discussion (Kouzes & Posner, 2012). While autocratic leadership can be effective in certain situations, such as in times of crisis or when quick decisions need to be made, it can also have negative consequences. It can lead to low morale and motivation among subordinates, who may feel undervalued and disempowered. Autocratic leaders may also miss out on valuable ideas and perspectives from their subordinates, leading to suboptimal decisions (Lindberg, 2022).

Autocratic leadership has been criticized for being outdated and ineffective in today's modern work environment, which places a greater emphasis on collaboration and employee empowerment. Critics often highlight its potential for stifling creativity, limiting input from others, and creating an unhealthy power imbalance. They argue that this style can lead to disengagement and reduced motivation among team members, ultimately hampering overall productivity and innovation (Robertson, 2019). However, some argue that there are still situations where autocratic leadership may be necessary, such as in military operations or emergency situations. Historical examples include rulers like King Louis XIV of France and Emperor Nero of Rome (Beik, 2005).

In conclusion, autocratic leadership is a style of leadership where the leader makes decisions on their own without consulting with their subordinates. While it can be effective in certain situations, it can also lead to negative consequences such as low morale and missed opportunities for input and collaboration.

A democratic leader is the opposite of autocratic leadership and will ensure the team have an input in the decision-making process, this works when members feel included, they tend to go above and beyond for the project or company it can turn negative when there is a big group and the views conflict (Carlin, 2022). Democratic leadership is a style of leadership in which the leader involves their subordinates in the decision-making

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process. In this style of leadership, the leader seeks input and feedback from their subordinates and works collaboratively with them to make decisions (Lee, 2023).

Democratic leaders tend to be highly communicative and supportive, with a focus on building strong relationships with their subordinates. They value diversity of thought and seek out input from all members of their team (Carlin, 2022). While democratic leadership can be highly effective in promoting employee engagement and motivation, it can also have limitations. It can be time-consuming and difficult to implement in situations where decisions need to be made quickly. Moreover, it requires a high level of trust and mutual respect between the leader and their subordinates (Lippitt & White, 1972). Critics of democratic leadership often point out that it can lead to slower decision-making due to the need for consensus and input from multiple individuals. They also argue that it might result in compromised decisions to appease different perspectives, potentially diluting the quality of outcomes (Dunkerley, 1972). Additionally, some critics express concerns about the potential for manipulation or populism in democratic systems, where leaders might make decisions based on popular opinion rather than what's best in the long term (Lee, 2023). Examples of democratic leaders could include political figures like Franklin D. Roosevelt or business leaders who actively engage their teams in decision-making processes.

Democratic leadership has become increasingly popular in today's modern work environment, which places a greater emphasis on collaboration, communication, and employee empowerment. It is often used in organizations that value employee engagement and innovation.

In conclusion, democratic leadership is a style of leadership where the leader involves their subordinates in the decision-making process. While it can be highly effective in promoting employee engagement and innovation, it can also have limitations in

situations where decisions need to be made quickly or where there is a lack of trust and mutual respect.

Laissez-faire leadership is a style of leadership in which the leader takes a hands-off approach and allows their subordinates to make decisions on their own. In this style of leadership, the leader provides minimal guidance or direction and allows their subordinates to work independently (Lewin et al., 1939). Laissez-faire leaders tend to be highly supportive and provide their subordinates with the resources and freedom they need to accomplish their tasks. They place a high level of trust in their subordinates and encourage them to take ownership of their work (Amanchukwu et al., 2015).

While laissez-faire leadership can be effective in situations where subordinates are highly skilled and motivated, it can also have negative consequences. Without clear guidance or direction from the leader, subordinates may become confused or disengaged (Carlin, 2022). Laissez-faire leaders may also miss out on valuable opportunities for feedback and input from their subordinates, leading to suboptimal decisions. Laissez-faire leadership is not commonly used as a standalone leadership style, but rather as a complement to other styles. It can be effective in promoting innovation and creativity when used in conjunction with other leadership styles, such as democratic or transformational leadership (Bass & Bass, 2008). Critics of the laissez-faire leadership style often point out that it can lead to a lack of direction and oversight, potentially resulting in confusion and inefficiency within a team or organization (Anbazhagan & Kotur, 2014). Without clear guidance and structure, projects might lack coordination and fail to meet objectives. Additionally, some critics argue that laissez-faire leadership might not provide enough support or feedback to team members, potentially leading to feelings of neglect or abandonment. In certain situations, it could also allow for unproductive behaviors to go unchecked (Anbazhagan & Kotur, 2014).

There have been countless leaders throughout history in various fields, including politics, business, and social movements. Some prominent historical leaders include Mahatma Gandhi, Nelson Mandela, Martin Luther King Jr., Winston Churchill, and Julius Caesar. Each of these individuals made significant contributions and left lasting impacts on their respective areas of influence.

In conclusion, laissez-faire leadership is a style of leadership in which the leader takes a hands-off approach and allows subordinates to make decisions on their own. While it can be effective in promoting innovation and creativity, it can also have negative consequences if not used in conjunction with other leadership styles.

Later researchers, such as Douglas McGregor and Rensis Likert, expanded on behavioral theory by examining the relationship between leadership behavior and organizational performance (Roberts et al., 1968). McGregor developed the Theory X and Theory Y approach to leadership, which suggests that leaders who believe that their subordinates are lazy and need to be controlled (Theory X) are less effective than those who believe that their subordinates are capable and motivated (Theory Y) (Sorensen & Yaeger, 2021). Likert developed a model of participative management that emphasized the importance of involving employees in decision-making and empowering them to take ownership of their work. Behavioral theory has had a significant impact on the study of leadership, and it has helped to shift the focus of leadership research from personal traits to behavior. It has also influenced other theories of leadership, such as situational leadership theory, which suggests that the most effective leadership style depends on the situation (Oakleaf, 2015).

The theory also fails to find a universal leadership style that can be effective in all situations (Northouse, 2015). Modern organizational managers utilize favourable leadership behaviours resulting in higher follower satisfaction and higher approval from the followers. For instance, Elon Musk uses his innovative behaviour to influence others

into implementing his objectives (Kuśmierska, 2018). Although it is not an easy task, modern managers realize they must be confident and courageously consider certain behaviours that are essential in stimulating innovative employees and enhancing satisfaction. In conclusion, behavioral theory suggests that effective leadership is determined by a leader's behavior, rather than by personal traits. While this theory has limitations, it has helped to shift the focus of leadership research from personal traits to behavior and has influenced other theories of leadership.

2.11 Situational Theory

Situational theory is a leadership theory that suggests that the most effective leadership style is contingent on the situation. It proposes four leadership styles that leaders can adopt based on their subordinates' development level and is widely used in organizations to help leaders adapt their style to fit the needs of their subordinates and the situation.

The theory was introduced by American Fred Fiedler in 1958 when researching the effectiveness of a leader in a group set-up (Oakleaf, 2015). The situational theory of leadership is based on the idea that various situations in the environment influence the style of leadership. According to Charry (2012), each circumstance is responsible for triggering the appropriate leadership style and not a single style can be applied universally in all circumstances. Naylor (2014) adds that the success of leadership is dependent on the style, the characteristics of the followers and the circumstances at stake. Uzohue and Akintayo (2016), on the other hand, reported that since the study of predicting leadership success based on traits or preferential behaviours became more complex, scholars began focusing on situational factors. The situational theory emphasizes predicting the style of leadership that is most useful in diverse types of circumstances since no style of leadership can be universally applied. In essence, one style of leadership may be effective in one situation yet unsuccessful in another. Thus, Hughes (2005) highlights the distinct elements that influence leadership styles.

Uzohue and Akintayo (2016) argue that a leader should be able to change with the situation if the situation cannot be changed to accommodate the type of leadership used at that moment. It has been praised for being a flexible, practical theory that also emphasizes treating each follower differently. However, some scholars have criticized it for the limited studies done to justify its assumptions and failure to address how leadership accommodates different demographics (Northouse, 2015). Several studies attempt to differentiate the elements that influence leadership effectiveness including the level of the task being performed, the quality of the relationship between the leaders and the followers, the role of followers, values, available knowledge, and the level of maturity among followers (Uzohue and Akintayo, 2016). Indeed, in this type of leadership, the leader must change the style and not the follower's change to accommodate the leader. In modern organizations, leaders should consistently remind themselves of the needs and motivations of the employees since the simple element that a situation theory demands from a leader is motivating an employee.

Situational theory proposes four leadership styles that leaders can adopt based on their subordinates' development level. This style is best used when subordinates have low competence and high commitment levels. The leader provides clear instructions and closely supervises subordinates (Hersey & Blanchard, 1969). Coaching is best used when subordinates have some competence but low commitment levels. The leader provides guidance and support to help subordinates build their skills and motivation. Supporting is best used when subordinates have high competence but variable commitment levels. The leader provides praise and recognition to motivate their subordinates and help them maintain their performance (Kanfer & Ackerman, 1989). Delegating is best used when subordinates have high competence and high commitment levels. The leader provides minimal supervision and allows subordinates to take ownership of their work.

Situational theory has been widely applied in organizations to help leaders adapt their leadership style to fit the needs of their subordinates and the situation. It is seen as a flexible and practical approach to leadership that allows leaders to be more effective in different situations.

2.12 Participative Theory

The participative theory was developed in the 1930s based on the idea that an effective leader is an individual who considers the opinions of others. Its roots can be traced to the Hawthorne experiments of Elton Mayo and others (Anastasia, 2018). The model contends that leaders must accommodate the participation and contribution of followers and allow them to feel more appreciated and relevant during decision-making. Followers in an organization can become committed when they are involved in the decision-making process (Anastasia, 2018). In theory, the leader must be the one to decide on inviting others to offer their opinions (Naylor, 2014). Uzohue and Akintayo, (2016) argue that a participative leader who uses the input of others does so to encourage other people to be involved, thus, enhancing their loyalty and commitment. The theory maintains that an ideal leader considers the value of diverse perspectives during decision-making (Naylor, 2014).

Coutts (2012), on the other hand, explains that participative leadership is a process that enables the cultivation of other potential leaders who can be useful to the organization in the future. Hilmer (2010) cites its strengths to include key research supporting the tents of the theory including the practices in Porto Alegre. However, the theory has been criticized for underestimating follower behaviour and its romantic dogma (Hilmer, 2010). Although the leader is responsible for deciding which people give opinions, open participation allows more informed and relevant decisions affecting the followers. Today, as organizational environments become more turbulent, effective leaders consider using a participative approach. Since leaders who actively seek the involvement of other relevant individuals are part of a larger team, more people can be involved in decision-making.

Moreover, this type of leadership can improve performance, commitment, and trust in the organizational leadership as reported by Hayat Bhatti (2019).

2.13 Transactional Theory

The transactional theory was started by one of the two James in 1973 James V Downton and expanded further by James Burn McGregor in 1978 contends that there is an agreement binding the roles and responsibilities of both the leader and the followers and the use of contingent rewards (Humphrey, 2013). Ray (2014) further explains that the agreement entails the follower's duties and tasks and the various instructions from the leader that they must fully fulfil. Nonetheless, the leader must acknowledge the efforts of the followers and reward them respectively for the tasks well done. In transactional leadership, individuals tend to put more effort into fulfilling their duties when the result may be a reward (Humphrey, 2013). With the changing organisational environment, employees are increasingly working to fulfil their duties because they are motivated by the rewards not because they feel self-motivated and inspired. According to Judge and Piccolo (2014), reward and management by exception are the two elements that define transactional leadership.

Besides, the theory assumes that continent reward results from the mutual understanding between leaders and their followers to achieve the organizational aim. On the other hand, management by exception entails the fulfilment of duties and responsibilities between employees and leaders (Judge & Piccolo, 2014). The model has been praised for emphasizing different responses to various situations among individuals its flexibility and its ability to offer various methods of handling psychosocial stresses (McGrath & Coles, 2014). However, the theory is criticized for ignoring the physiological perspective in response to stressors, being difficult to test using scientific methods and overlooking environmental, biological, and social factors (McGrath & Coles, 2014).

In modern organizations, transactional leaders are responsible for making the correct decisions during a crisis and motivating followers to enhance performance improvement. Charry (2012) further explains that the success of the modern employee is always rewarded but their failure can lead also lead to punishment. Ray (2013) highlights the objective of transactional leadership to include the elimination of barriers to goal attainment in a modern organizational setting.

2.14 Transformational Theory

The theory was first introduced by James MacGregor Burns in 1978 focusing on the relationship between the follower and the leader. He argued that a "higher level of morale and motivation would result from leaders and followers helping one another" (Northouse, 2015). The theory contends that a leader must create a working connection with the followers for effective leadership (Keskes, 2014). In essence, transformational leaders must be the motivation for their followers in working towards the achievement of the organizational objectives. Hay (2016) identified processes of transformational leadership to include "idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Many scholars have argued that transformational theory is an effective model of leadership because it is useful in determining the performance of followers (Bass and Roggio, 2006). Nonetheless, Judge and Piccolo (2014), highlight that transformational leaders are likely to have satisfied, motivated, and committed followers. In 2009, Jamaica's Minister without Portfolio in the Ministry of Finance and the Public Service, Senator Dwight Nelson, speaking at a leadership conference stressed that the public sector needed more transformational leaders. (JIS, 2009)

On the other hand, some studies such as Eisenbeib and Boerner (2013) cite the weakness of transformational leadership to include the cultivation of a high level of follower dependency. Moreover, the lack of enough measurement in all situations means

the transformational leadership model may not be ideal in all situations (Sultana and Yao, 2015). Even though transformational leadership allows for creativity among followers, it makes them highly dependent on their leader (Eisenbeib & Boerner, 2013). However, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration are the fundamental means by which the modern manager can positively influence the followers in accomplishing meaningful work (Purvanova and Dzieweczynski, 2016). In modern organizations, followers who report to transformational leaders have been found to perceive their jobs as meaningful, challenging, and significant. Purvanova and Dzieweczynski (2016), in their study, concluded that transformational leadership may in part be responsible for the perception of job characteristics among followers.

There are several leadership theories that were discussed in this review that critics have considered conflicting or outdated. Trait theory which was discussed previously is based on the idea that leaders possess certain innate qualities, such as intelligence, charisma, and decisiveness, that make them effective leaders. However, this theory has been criticized for oversimplifying the complex nature of leadership and ignoring the role of situational factors (Northouse, 2016). The Great Man theory is a type of trait theory that suggests that leaders are born, not made and that they possess certain heroic qualities that make them exceptional leaders. This theory is now considered outdated and sexist, as it ignores the potential of all individuals to become leaders regardless of their gender or social status (Boring, 1950). Autocratic leadership involves making decisions without input from others and assumes that leaders know best. This style of leadership is now seen as outdated and ineffective, as it does not consider the knowledge and expertise of others and can lead to a lack of motivation and engagement among team members (Robertson, 2019). Transactional leadership is based on the idea that leaders reward or punish their followers based on their performance and is characterized by a focus on task completion and adherence to rules and procedures. However, this style of leadership can be rigid and inflexible and does not encourage creativity, innovation, or long-term growth (Hargis et

al., 2001). Contingency theory suggests that the most effective leadership style depends on the specific situation or context and that there is no one-size-fits-all approach to leadership. While this theory recognizes the importance of adapting to different situations, it has been criticized for being overly complex and difficult to apply in practice (Miles, 2022). While these theories may have been influential in the past, they are now considered outdated or incomplete and have been replaced by more nuanced and dynamic approaches to leadership.

However, there are several more nuanced and dynamic approaches to leadership that have gained popularity in recent years such as Transformational leadership which is based on the idea that leaders can inspire and motivate their followers to achieve their full potential. This style of leadership involves creating a compelling vision, empowering others to take ownership of their work, and providing individualized support and coaching to help team members achieve their goals (Bass & Avolio, 1990). Servant leadership is focused on serving the needs of others, rather than pursuing personal power or glory. This style of leadership involves prioritizing the well-being of team members, facilitating their growth and development, and creating a positive and inclusive workplace culture (Greenleaf, 2007). Authentic leadership is based on the idea that leaders should be true to themselves and should not try to mold themselves into someone they are not. This style of leadership involves being honest and transparent, showing vulnerability, and building genuine relationships with team members based on trust and mutual respect (Gardner et al., 2011). Situational leadership is based on the idea that effective leadership requires adapting to different situations and contexts. This style of leadership involves assessing the needs of team members, understanding their skill levels and experience, and adjusting their leadership style accordingly to provide the necessary support and guidance (Hersey & Blanchard, 1969).

Adaptive leadership is focused on helping organizations navigate complex and uncertain environments. This style of leadership involves being agile and flexible,

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anticipating and responding to changes in the environment, and empowering team members to take ownership of the challenges they face (Ramalingam et al., 2020).

These approaches to leadership recognize that effective leadership is complex and dynamic and that different situations may require different styles of leadership. They emphasize the importance of building relationships, empowering others, and adapting to change, and provide a more nuanced and comprehensive view of leadership than some of the older, more rigid approaches.

2.15 Organizational Theory

Organizational theory is a field of study that focuses on understanding how organizations operate and how they can be designed, managed, and improved. It is an interdisciplinary field that draws upon concepts and theories from sociology, psychology, economics, and management to explain how organizations function and evolve (Schuh et al., 2017). Organizational theory is concerned with topics such as organizational structure, communication, decision-making, leadership, culture, and change management. It aims to develop a systematic understanding of the relationships between individuals, groups, and the broader social, political, and economic contexts in which organizations exist (Lounsbury & Ventresca, 2003).

Organizational theorists seek to develop models and frameworks that can help managers and leaders make informed decisions about how to design, structure, and manage their organizations. They also study the impact of external factors such as technological change, globalization, and social trends on organizational behaviour and performance (Kishore, 2021). Overall, organizational theory is a valuable tool for understanding the complexities of modern organizations and for improving their effectiveness and adaptability in a rapidly changing world.

There is a strong correlation between organizational theory and leadership styles, as leadership is an important aspect of organizational behaviour that can greatly influence an organization's effectiveness and success (Long et al., 2016). Organizational theory provides insights into the different approaches to designing and managing organizations, such as the bureaucratic, matrix, and network structures, as well as the roles and responsibilities of different stakeholders. These approaches have implications for leadership styles and how leaders can effectively manage their teams and organizations (Kishore, 2021). For example, contingency theory suggests that the most effective leadership style depends on the situation at hand. In certain situations, a directive leadership style may be necessary, while in others, a more participative or transformational style may be more effective (Vidal et al., 2017). This theory emphasizes the importance of situational awareness and adaptability in leadership. Similarly, the path-goal theory of leadership suggests that effective leaders should provide direction, support, and incentives to their team members to help them achieve their goals (House, 1996). This theory emphasizes the importance of aligning leadership behaviour with the needs and expectations of team members and adapting leadership styles based on the situation and the characteristics of the team.

Overall, organizational theory provides important insights into the design and management of organizations, which in turn have implications for leadership styles and practices. By understanding these relationships, leaders can adopt the most effective leadership style for their organization and situation and improve the performance and success of their team. But while Organizational Theory has its merits and has contributed significantly to understanding the dynamics of organizations, there are several arguments against it. Some of the common criticisms put forward is its oversimplification (Koerner, 1996). One of the main criticisms of Organizational Theory is that it often oversimplifies the complex nature of organizations. Organizations are intricate and multifaceted entities, and attempting to explain their behaviour and functioning through a single theoretical lens

can lead to a reductionist understanding that ignores important nuances and contingencies (Koerner, 1996).

Critics argue that Organizational Theory often falls short of providing accurate predictions about organizational outcomes The diverse range of factors influencing organizations, such as individual personalities, culture, and external environment, makes it challenging to develop universal theories that can consistently forecast organizational behavior (Gabriel, 2001). Another criticism is the neglect of context. Organizational Theory tends to focus primarily on internal factors within organizations while neglecting the broader external context in which organizations operate (Stern & Barley, 1996). External factors, such as political, economic, and social influences, can significantly impact organizational behavior and performance, but these are often overlooked or simplified in organizational theories (Vidal et al., 2017. There's the argument put forward for lack of practicality as some argue that Organizational Theory often remains disconnected from practical applications in real-world organizational settings (Koerner, 1996). The theories may offer conceptual frameworks and models, but they may not provide clear guidance or actionable insights for managers and practitioners to improve organizational effectiveness or address specific challenges.

Additionally, there is the Western bias critique. Many of the foundational theories and concepts in Organizational Theory have been developed in Western societies, which may limit their applicability and relevance to organizations in non-Western contexts (Young, 2014). Critics argue that these theories may not adequately capture the cultural, social, and historical differences that shape organizational behavior and practices in diverse settings. Critics also argue that Organizational Theory does not sufficiently address power dynamics within organizations. Power relations play a crucial role in shaping decision-making processes, resource allocation, and the overall functioning of organizations. Ignoring or downplaying power dynamics can limit the understanding of organizational behavior and its implications (Foss & Klein, 2005).

Some argue that Organizational Theory tends to emphasize structural and systemic factors, often overlooking the role of individual agency and human decision-making. This neglect of individual perspectives and actions can limit our understanding of how individuals within organizations influence organizational outcomes and innovation. It's worth noting that these criticisms do not invalidate Organizational Theory entirely, but rather highlight areas where it may fall short or require further refinement (Ratanjee, 2023). Organizational Theory continues to evolve and adapt as scholars address these critiques and strive to develop more comprehensive and contextually relevant frameworks.

2.16 Charismatic leadership

Charismatic leadership is a leadership style that relies on the personal charisma and charm of the leader to inspire and motivate followers. It is characterized by the leader's ability to create a strong emotional connection with their followers, often leading to high levels of commitment, loyalty, and enthusiasm within the group (Choi, 2006). Charismatic leaders are seen as dynamic, confident, and persuasive individuals who can captivate and influence others through their sheer presence and communication skills.

Charismatic leaders typically have a clear and compelling vision for the future. They communicate this vision with passion and enthusiasm, inspiring their followers to believe in and work towards the same goals (House & Howell, 1992).

Charismatic leaders exude self-confidence and a strong belief in their abilities. This confidence can be infectious, encouraging followers to trust in the leader's guidance and decisions (House & Howell, 1992). Charismatic leaders are skilled communicators. They use persuasive and engaging language to convey their message, making it easy for followers to understand and relate to their ideas (Choi, 2006). The charisma of these leaders

is often described as magnetic. They possess an aura of charm and attractiveness that draws people towards them, making them naturally compelling figures. Charismatic leaders connect on an emotional level with their followers. They can tap into the emotions of their audience and create a sense of belonging and unity (House & Howell, 1992).

Charismatic leaders are often willing to take risks and challenge established norms. Their unconventional approach can inspire followers to think outside the box and embrace change. Charismatic leaders have the ability to transform organizations and groups. They can rally people around a cause, instigate change, and create a sense of purpose (Hall & Grant, 2018).

It's important to note that while charismatic leadership can lead to positive outcomes, it also has potential downsides. If a charismatic leader's vision is misguided or self-serving, it can lead to negative consequences. Additionally, charismatic leaders might be more focused on their personal image, which could potentially overshadow the needs and contributions of their team members (Hall & Grant, 2018). Furthermore, the reliance on a single individual's charisma can create instability if that leader leaves or if their charisma wanes over time. Examples of charismatic leaders include historical figures like Martin Luther King Jr., Mahatma Gandhi, and Nelson Mandela, as well as contemporary leaders like Steve Jobs and Richard Branson.

2.15 Visionary Leadership

Visionary leadership refers to a leadership style in which a leader has a clear and compelling vision for the future and is able to inspire and guide their team or organization towards that vision. This style of leadership involves not only setting goals and making

strategic decisions but also communicating the vision in a way that motivates and engages employees, stakeholders, and followers (Liu et al., 2022).

A visionary leader has a well-defined and inspiring vision of what they want to achieve. This vision often goes beyond immediate goals and focuses on long-term aspirations. Visionary leaders are adept at inspiring and motivating their team (Liu et al., 2022). They use their vision to instill a sense of purpose and excitement among their followers. These leaders possess strong strategic thinking skills. They can see the bigger picture and develop strategies that align with the long-term vision. Communication is a key aspect of visionary leadership. Leaders must be able to articulate their vision in a way that is easy to understand and that resonates with their audience (Karwan et al., 2021).

Visionary leaders encourage innovation and creativity within their teams. They're open to new ideas and approaches that can help achieve the vision. Pursuing a bold vision often involves taking calculated risks (Karwan et al., 2021). Visionary leaders are willing to step outside their comfort zones and try new things to make their vision a reality. A visionary leader sets an example for others to follow. They embody the values and behaviors they expect from their team (Ateş et al., 2018).

While they have a clear vision, visionary leaders also understand that circumstances can change. They're adaptable and open to revising their strategies while staying true to the core vision. Visionary leaders empower their team members by giving them autonomy and responsibilities. They trust their team to contribute their expertise and ideas. Visionary leadership extends beyond short-term gains (Ateş et al., 2018). These leaders prioritize long-term outcomes over immediate results. Visionary leaders act with integrity and uphold ethical standards. They build trust with their team by demonstrating consistency and honesty.

Notable examples of visionary leaders include Steve Jobs (Apple), Elon Musk (Tesla, SpaceX), and Mahatma Gandhi (Indian independence movement). These leaders had transformative visions that changed industries, societies, or even the world.

Visionary leadership can have a profound impact on organizations, driving innovation, growth, and cultural change. However, it also requires effective execution, as a vision alone is not enough; it must be supported by well-defined strategies and actions.

2.18 Gender and Leadership Styles

Gender diversity and effective leadership are critical considerations in promoting employee retention in the public sector. Gender diversity in the workplace has gained significant attention globally. Studies suggest that organizations with diverse leadership teams and inclusive cultures tend to have higher employee retention rates (Hamori-Ota, 2007). In the context of Jamaica's public sector, promoting gender diversity and equitable representation at leadership levels can contribute to employee satisfaction, engagement, and retention (Mills, 2003).

Transformational leadership, characterized by vision, inspiration, and individualized consideration, has been associated with positive employee retention outcomes (Keskes, 2014. Research has shown that both male and female transformational leaders in Jamaica's public sector can foster employee engagement, job satisfaction, and loyalty. Transformational leadership behaviors that emphasize mentorship, growth, and empowerment can have a particularly positive impact on employee retention (Northouse, 2015). Transactional leadership, which focuses on contingent rewards and performance monitoring, has mixed effects on employee retention in Jamaica's public sector. While transactional leadership practices can provide structure and clarity in goal setting, excessive monitoring and a lack of personalized attention may negatively impact employee

satisfaction and retention (Humphrey, 2013). Organizations should strive to strike a balance between transactional and transformational leadership behaviors.

Research suggests that men and women may exhibit different leadership styles. Women in leadership positions in Jamaica's public sector have been found to display more transformational and participative leadership behaviors, emphasizing collaboration, empathy, and relationship building (Levy, 2010) These leadership styles can positively influence employee retention by creating supportive work environments and fostering a sense of belonging and growth. Organizational culture plays a vital role in employee retention. Creating an inclusive and supportive culture that values diversity, gender equity, and work-life balance is crucial (Cundiff, 2022). Organizations that prioritize family-friendly policies, flexible work arrangements, and provide opportunities for professional development tend to have higher employee retention rates, particularly among women in Jamaica's public sector. Despite progress, women in leadership roles may face unique barriers and challenges in Jamaica's public sector. These may include limited access to decision-making positions, gender biases, cultural expectations, and work-life balance challenges. Addressing these barriers and promoting gender equality in leadership positions can contribute to enhanced employee retention and the development of a diverse and inclusive public sector workforce (Hanna, 2023).

Gender, leadership styles, and employee retention are interconnected in Jamaica's public sector (Hanna, 2023). Promoting gender diversity, particularly in leadership positions, and fostering transformational and participative leadership behaviors can positively impact employee retention (Cabrera, Sauer, & Thomas-Hunt, 2009). Organizations must strive to create inclusive cultures, provide equitable opportunities, and address gender-related barriers to enhance employee satisfaction, engagement, and retention (Dempster Chung, 2021). Further research is needed to explore the specific dynamics of gender and leadership styles in Jamaica's public sector, considering the unique cultural and organizational context. By prioritizing gender diversity and effective

leadership practices, Jamaica's public sector can cultivate a more engaged, motivated, and diverse workforce, leading to improved employee retention and organizational performance.

2.19 Servant Leadership

In recent years, several emerging leadership styles have gained attention for their potential to enhance employee retention. These leadership styles focus on creating a positive work environment, fostering employee development, and promoting a sense of purpose and engagement. Future researchers can look at Servant leadership which emphasizes the leader's commitment to serving the needs of their employees. Leaders prioritize supporting and empowering their team members, facilitating their growth and success (Khan, 2019). By demonstrating care and empathy, servant leaders create a culture of trust, collaboration, and employee well-being, which can contribute to higher employee retention.

2.20 Authentic leadership

Cotter-Lockard (2017) said Authentic leadership involves leaders who are genuine, self-aware, and transparent. They are true to themselves and their values, which fosters trust and credibility among employees. Authentic leaders create an environment where employees feel safe to be themselves, express their opinions, and engage in meaningful work. This leadership style can enhance employee satisfaction and foster long-term commitment.

2.21 Agile Leadership

Agile leadership emphasizes adaptability, flexibility, and a growth mindset. Leaders who embrace agility are open to change, encourage experimentation, and promote learning from both successes and failures. Agile leaders empower employees to take

ownership of their work, make decisions, and innovate. This style can enhance employee engagement and retention by creating a dynamic and supportive work environment. Inclusive leadership focuses on creating a diverse and inclusive work environment where everyone feels valued and included (Larralde, 2023).

2.22 Inclusive and Coaching Leaders

Inclusive leaders promote diversity, equity, and belonging, and actively seek diverse perspectives and contributions. By fostering an inclusive culture, leaders can increase employee engagement, reduce turnover, and attract a diverse talent pool (Bourke & Titus, 2020). Coaching leadership involves leaders who act as coaches and mentors for their employees. They provide guidance, support, and development opportunities to help employees reach their full potential (Debara, 2022). Coaching leaders foster continuous learning, skill development, and career growth, which can enhance employee satisfaction and retention. It's important to note that different leadership styles may be effective in different contexts and for different individuals (Debara, 2022). The key is for leaders to adapt their style based on the needs of their team members and the organization. Additionally, leaders can incorporate elements from multiple leadership styles to create their own unique approach that aligns with their values and organizational culture.

2.23 Change Management

Another avenue for future leaders is Change management which refers to the process of preparing, supporting, and guiding individuals, teams, and organizations through a planned change initiative. It involves the application of structured approaches, methods, and tools to ensure that the changes being implemented are smoothly and effectively adopted by the organization and can be a valuable tool for leaders to improve their leadership styles (Taylor, 2023).

Miller (2020) said Change management can help leaders. Change management encourages leaders to clearly define the desired outcomes of the change initiative, and to

develop a detailed plan for achieving those outcomes. This process can help leaders clarify their vision and strategy and communicate it effectively to their team. Change management involves engaging stakeholders throughout the change process and encouraging open communication and collaboration. This can help leaders build stronger relationships with their team and create a culture of trust and transparency (Miller, 2020).

Change management requires leaders to be flexible and adaptable in response to changing circumstances. This can help leaders develop a more agile and responsive leadership style, which is better suited to navigating complex and rapidly changing environments (Burnes, 2011). Change management often involves implementing new ideas or processes, which can stimulate innovation and creativity within the organization. This can help leaders develop a more innovative and entrepreneurial leadership style, which is better suited to driving growth and success in the modern business landscape (Burnes, 2011). Overall, change management can help leaders become more effective by encouraging them to develop a clear vision and strategy, foster collaboration and communication, foster agility and adaptability, and promote innovation and creativity.

2.24 Leading in a Globalization World

Leading in a Globalization World refers to the challenges and opportunities associated with leadership in a world that is increasingly interconnected and interdependent due to globalization. Globalization refers to the process by which people, cultures, economies, and technologies around the world become more integrated and interconnected (Percy, 2022). In this context, effective leadership requires a deep understanding of how globalization impacts various aspects of society, business, politics, and culture. Here are some key points to consider when discussing leadership in a globalization world.

Globalization leads to increased interaction between people from different cultural backgrounds (Ratanjee, 2023). Leaders need to be culturally sensitive, understanding and

respecting the diversity of values, beliefs, and communication styles. This is crucial for effective collaboration and conflict resolution in a globalized environment. Leaders must possess strong cross-cultural communication skills to bridge language and cultural barriers. Effective communication is vital for conveying a clear vision, fostering trust, and aligning diverse teams towards common goals (Ratanjee, 2023). In a globalized world, markets, technologies, and trends change rapidly. Leaders need to be adaptable and quick to respond to changing circumstances, adjusting strategies and plans as needed to stay relevant and competitive. Many organizations operate with teams distributed across different regions. Leaders must be adept at leading virtual teams, building strong relationships, and ensuring effective collaboration despite geographical distances (Percy, 2022).

Globalization brings to light ethical and social issues that may span across borders. Leaders should consider the broader impact of their decisions and actions, demonstrating a commitment to ethical behavior and social responsibility (Léautier, 2014). Globalization facilitates the exchange of ideas and technologies across borders. Leaders should harness this connectivity to foster innovation, leveraging technological advancements to solve global challenges and create value (Léautier, 2014). Economic trends and events in one part of the world can have far-reaching effects. Leaders need to stay informed about global economic dynamics to make informed decisions that consider potential impacts on their organizations (Maranga & Madison, 2017). Leaders operating in a globalized world must have a grasp of international political dynamics and geopolitical tensions that could affect their businesses or organizations. Given the interdependence fostered by globalization, leaders are often required to collaborate across industries, sectors, and even with competitors to address complex global challenges. To navigate the complexities of a globalized world, leaders must commit to ongoing learning and personal development. This includes staying updated on global trends, enhancing leadership skills, and refining their cultural intelligence (Maranga & Madison, 2017).

Leading in a Globalization World requires leaders to possess a unique set of skills and competencies that enable them to navigate the complexities of an interconnected and diverse global landscape. Effective leaders in this context demonstrate cultural sensitivity, strong communication abilities, adaptability, ethical considerations, and a deep understanding of global trends and challenges.

2.25 Leading in a Digital World

Leading in a Digital World refers to the challenges and strategies associated with leadership in an era characterized by rapid technological advancements and the pervasive influence of digital technologies. As the world becomes increasingly digital, leaders must adapt their approaches to effectively navigate this new landscape (Mukherjee, 2020).

Leaders need to have a basic understanding of the digital technologies that are shaping their industry and organization. This doesn't mean they need to be experts, but they should be familiar with key concepts and trends. Leaders must drive and oversee the digital transformation of their organizations. This involves integrating digital technologies into all aspects of the business to enhance operations, customer experience, and innovation (Douglas A. Ready, 2020). Digital technologies often enable disruptive innovations. Leaders need to foster a culture of innovation that encourages employees to explore new ideas and leverage technology to create value and stay ahead of competitors. In a digital world, data is a valuable resource. Leaders should promote a data-driven approach to decision-making, using analytics to gain insights, identify trends, and make informed choices (Eyre, 2017). The pace of change in the digital realm is rapid. Leaders need to be agile and willing to adapt their strategies and plans in response to new technological developments and market shifts. The rise of digital technologies has facilitated remote work and virtual collaboration. Leaders must be effective in managing remote teams, utilizing digital tools for communication, project management, and team engagement

(Denning, 2021). As organizations become more reliant on digital technologies, the risks associated with cybersecurity and data breaches increase. Leaders need to prioritize cybersecurity and implement measures to protect sensitive information.

Digital technologies have transformed customer expectations. Leaders should focus on understanding customer needs, leveraging digital tools to enhance the customer experience, and using data to personalize offerings (Mukherjee, 2020). Leaders must be proficient in digital communication, including social media, video conferencing, and other online platforms. Effective digital communication helps in conveying messages clearly and engaging stakeholders (Denning, 2021). Technology evolves rapidly, and leaders must commit to continuous learning to stay updated on emerging trends and innovations. This might involve attending workshops, webinars, and pursuing relevant certifications. In a digital world, organizations are often part of complex ecosystems involving partners, suppliers, customers, and competitors (Eyre, 2017). Leaders need to develop a strategic mindset that considers these broader relationships. Digital technologies raise ethical and social questions, such as privacy concerns and the impact of automation on jobs. Leaders should be mindful of these implications and make responsible decisions. Digital leaders empower their teams to make decisions and take ownership of projects. This fosters a culture of autonomy and accountability, which is essential in a rapidly changing environment (Mukherjee, 2020).

In conclusion, leading in a digital world requires leaders to embrace technology, foster innovation, and adapt their leadership styles to leverage the opportunities presented by digital transformation. Effective digital leaders are agile, open to learning, and able to guide their organizations through technological changes while staying focused on creating value and meeting customer needs.

2.26 Leading Remote and Virtual Teams

Leading remote and virtual teams requires a distinct set of skills and strategies to ensure effective communication, collaboration, and productivity. These recommendations are ideal for leading a remote or virtual team. First off communication is crucial in remote settings. By using various communication tools (email, instant messaging, video conferencing) to ensure a clear and frequent communication (Burkus, 2021). Don't Overcommunicate to compensate for the lack of face-to-face interactions but clearly define roles, responsibilities, and goals for each team member. Make sure everyone understands what is expected of them and how their contributions fit into the overall objectives. Utilize technology tools that facilitate collaboration, project management, and communication. Tools like video conferencing, team messaging apps, project management software, and cloud-based document-sharing platforms can enhance remote collaboration (Burkus, 2021). Schedule regular one-on-one and team meetings to discuss progress, address concerns, and provide updates. These meetings foster a sense of connection and accountability among team members (Reyes et al., 2021).

Remote work offers flexibility, which can lead to increased job satisfaction and work-life balance. Trust your team members to manage their schedules while ensuring that they meet their commitments. Trust is essential in remote teams. Trust your team members to deliver results and give them autonomy (Reyes et al., 2021). Encourage open communication and be transparent about the team's goals and challenges. Despite physical separation, create a sense of belonging by fostering a strong team culture. This could include virtual team-building activities, recognition of achievements, and celebrating milestones (Knight, 2020). Promote collaboration by assigning group projects or tasks that require multiple team members to work together. Use online collaboration tools to facilitate real-time co-authoring and brainstorming. Regularly provide constructive feedback and acknowledge team members' contributions. Recognition boosts morale and motivation, even in virtual settings. Encourage team members to take ownership of their work and

manage their tasks independently. This cultivates a sense of responsibility and accountability (Knight, 2020). Remote team members can sometimes feel isolated. Stay attuned to signs of burnout or disengagement and take steps to address them promptly. Encourage breaks and promote work-life balance. If your team is spread across different locations and cultures, be mindful of cultural differences in communication styles, working hours, and holidays (Goff-Dupont, 2023). Document processes, workflows, and decisions to provide a reference for team members and ensure consistency in work. Demonstrate the behaviors and work habits you expect from your team. Show your dedication, professionalism, and communication skills to set the tone for the team (Goff-Dupont, 2023). Offer opportunities for skill development and training to ensure that remote team members stay up to date with relevant tools and practices. Address conflicts promptly and professionally. Use video calls for sensitive conversations to better convey emotions and intentions. Focus on outcomes rather than micromanaging tasks. Trust your team to accomplish their goals in their preferred way (Knight, 2020).

Leading remote and virtual teams requires a combination of clear communication, trust-building, effective technology usage, and an understanding of individual and collective needs. By fostering a positive team culture, providing continuous feedback, and adapting your leadership style to the remote context, you can lead your team to success no matter where they are located.

2.27 Ethical Leadership in the Face of Complexity

Ethical leadership in the face of complexity involves navigating intricate situations and making decisions that prioritize moral values and principles, even when faced with challenging and multifaceted circumstances (Millar & Poole, 2011). In complex environments, leaders must consider a multitude of factors that can impact their decisions and actions. Here's how ethical leadership can be practiced in such situations. Ethical leaders establish a strong foundation of values and principles that guide their decisions.

They communicate these values clearly to their teams and stakeholders, demonstrating a commitment to ethical behavior (Millar & Poole, 2011). Leaders must be acutely aware of the ethical dimensions of complex situations. They analyze potential consequences, stakeholders' interests, and potential conflicts of interest. In complex scenarios, transparency is vital. Ethical leaders are open about their decision-making processes, explaining the rationale behind their choices to build trust and credibility (Dolan (2021). Involving diverse perspectives in decision-making can help identify ethical concerns that might otherwise go unnoticed. Ethical leaders encourage input from team members, experts, and stakeholders. Ethical leaders strive to balance the interests of various stakeholders, such as employees, customers, shareholders, and the wider community (Dolan (2021). They seek solutions that align with a broader ethical framework. Complex situations often demand moral courage which is taking a stand even when it's difficult or unpopular. Ethical leaders are willing to face challenges and stand up for what they believe is right. Complexity often involves novel situations. Ethical leaders commit to continuous learning, staying informed about emerging ethical issues and adapting their perspectives accordingly (Mintz, 2021). Ethical leaders acknowledge that they don't have all the answers. They admit their limitations, seek advice when necessary, and are willing to admit and correct mistakes. Ethical leaders consider the long-term consequences of their decisions, rather than opting for short-term gains (Mintz, 2021). They prioritize sustainability and ethical considerations over immediate benefits. Engaging with stakeholders affected by decisions is essential. Ethical leaders listen to concerns, incorporate feedback, and demonstrate a genuine commitment to ethical conduct.

In complex scenarios, differences in cultural norms, values, and beliefs can come into play. Ethical leaders respect and navigate this diversity sensitively. Ethical leaders understand their organization's impact on society and the environment (Malik et al., 2022). They take steps to ensure their actions align with broader social and environmental responsibilities. Ethical leaders maintain their integrity by aligning their actions with their stated values. They also strive for consistency in their decision-making to build trust over time. In complex environments, conflicts of interest may arise. Ethical leaders navigate these

conflicts by finding equitable solutions that uphold ethical principles. Ethical leaders take responsibility for their decisions, whether they lead to positive or negative outcomes. They learn from both successes and failures (Malik et al., 2022). Leaders communicate openly and honestly about ethical challenges and decisions. They encourage open dialogue and foster an environment where ethical concerns can be raised without fear of reprisal. Ethical leaders understand that complexity requires adaptability. They are willing to revisit and adjust decisions when new information emerges (Mintz, 2021).

Ethical leadership in complex situations demands a deep commitment to values, a holistic understanding of the situation, and a willingness to navigate challenges with integrity and transparency. By considering diverse perspectives, being open to learning, and making decisions that prioritize ethical principles, leaders can navigate complexity while upholding their ethical responsibilities.

2.28 Developing and Nurturing Diverse Leadership

Developing and nurturing diverse leadership is a critical aspect of creating inclusive and innovative organizations. Diverse leadership brings together individuals with varied backgrounds, perspectives, and experiences, which can lead to more well-rounded decision-making and better solutions (Thornton, 2019). By establishing a culture of inclusion, one can reate a culture that values and celebrates diversity. Make it clear that diverse perspectives are not only welcome but essential for the organization's success. Foster an environment where everyone feels respected and valued. Pair aspiring leaders from underrepresented groups with mentors and sponsors who can provide guidance, support, and opportunities for growth. Sponsors can advocate for their protégés' advancement within the organization (Quinn, 2010). Implement leadership development programs that target underrepresented groups. Offer training, mentorship, and coaching opportunities to help individuals from diverse backgrounds build the skills and confidence needed for leadership roles. Proactively identify and nurture potential leaders from all

backgrounds. Look for individuals who demonstrate leadership potential, even if they might not fit traditional leadership stereotypes (Mitchell,2013). Ensure that your organization's hiring practices are inclusive and unbiased. Use diverse interview panels and consider blind resume reviews to reduce unconscious biases. Encourage leaders to adopt flexible leadership styles that cater to the diverse needs and preferences of their team members. One size does not fit all. Offer training and workshops that address unconscious bias, cultural competence, and inclusive leadership. This helps leaders understand and embrace diverse perspectives (Ciulla, 2004). Establish affinity groups or employee resource groups that provide a platform for individuals from underrepresented backgrounds to connect, share experiences, and support one another. Incorporate diversity into succession planning discussions. Identify high-potential individuals from diverse backgrounds and provide them with targeted development opportunities. Form project teams that include individuals from different backgrounds. This encourages collaboration and the exchange of diverse perspectives. Regularly provide feedback and recognize the contributions of diverse leaders. This reinforces their value and encourages them to continue pursuing leadership roles (Useem, 2004).

Implement policies that support work-life balance, flexible scheduling, and remote work to accommodate diverse leadership styles and needs. Hold leadership accountable for promoting diversity. Establish diversity-related metrics and goals to measure progress and track the representation of underrepresented groups in leadership positions.nSecure buy-in from senior leaders who can champion and drive diversity initiatives throughout the organization.Collaborate with external organizations and networks that focus on diversity and leadership development. This can provide access to resources, expertise, and networking opportunities (Badaracco, 2002). Highlight the achievements and stories of diverse leaders within the organization. This showcases their contributions and inspires others.Foster a culture of continuous learning by encouraging leaders to stay informed about diversity trends, issues, and best practices. By implementing these strategies, organizations can create a pipeline of diverse leaders who bring unique perspectives, drive

innovation, and contribute to the overall success of the organization. Nurturing diverse leadership is a long-term commitment that requires dedication, resources, and a genuine belief in the value of diversity and inclusion (Bennis, 2000).

2.29 Strategies for Developing Effective Leadership

Effective communication is essential for creating a positive work environment. Leaders should be open and transparent, provide regular feedback, and encourage employees to share their ideas and concerns (Choi, 2006). Invest in employee development: Employees want to feel that their work is meaningful and that they have opportunities for growth and development. Leaders should invest in training, mentoring, and coaching programs to help employees develop new skills and advance their careers.

Promote work-life balance: Leaders should recognize the importance of work-life balance and provide policies and practices that support employees' well-being. This could include flexible work arrangements, time off, wellness programs, and other benefits that help employees manage their personal and professional responsibilities. Create a positive culture: Leaders should create a culture that values teamwork, collaboration, and mutual respect. They should encourage employees to work together, recognize and celebrate successes, and create a sense of community within the organization. Recognize and reward employees: Employees want to feel appreciated and valued for their work. Leaders should recognize and reward employees for their contributions, whether through bonuses, promotions, or other forms of recognition.

Overall, creating a good work environment requires a commitment to employee well-being, growth, and development. By prioritizing communication, investing in employee development, promoting work-life balance, creating a positive culture, and recognizing and rewarding employees, leaders can build a successful and sustainable organization with high levels of employee engagement and retention.

2.30 Leadership Development Programme

A Leadership Development Programme refers to a structured and intentional effort to enhance the leadership skills, competencies, and capabilities of individuals within an organization. These programs are designed to identify and cultivate leadership potential, improve decision-making skills, foster effective communication, and develop strategies for leading teams and organizations (Wooll, 2021). Leadership development programs often include a combination of training sessions, workshops, mentoring, coaching, experiential learning, and self-assessment activities. The goal is to groom individuals at various levels of an organization to become more effective and impactful leaders (Yemiscigil et al., 2023). These programs can cover a wide range of topics, including but not limited to helping individuals understand their strengths, weaknesses, values, and leadership style, enhancing verbal and nonverbal communication, active listening, and conflict resolution abilities, ans developing skills in understanding and managing emotions, both in oneself and in others (Wooll, 2021).

Improving critical thinking, problem-solving, and strategic decision-making skills, learning how to build and lead high-performing teams, foster collaboration, and manage diversity, equipping leaders with tools to manage and navigate organizational change effectively and promoting ethical behavior, integrity, and responsible decision-making (Wooll, 2021).

Encouraging innovative thinking and adaptability to address complex challenges, providing techniques for managing time, stress, and workload and teaching strategies to identify, address, and resolve conflicts in a constructive manner (Yemiscigil et al., 2023). Leadership development programs can be customized for specific organizational needs and may target individuals at different stages of their careers, from emerging leaders to senior executives. These programs are crucial for organizations aiming to build a strong

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leadership pipeline, enhance employee engagement, and drive sustainable growth. They contribute to creating a culture of continuous learning and improvement, aligning leadership practices with organizational goals and values (Yemiscigil et al., 2023).

2.31 Reasons For Leaving

If an organization is interested in getting employees to stay it would stand to reason that they would need to have sufficient information on why they opt to leave in the first place (Schlechter et al., 2016). In addition to leadership styles being the number one reason for leaving a place of employment, the literature points out that compensation and work environment also play a role in retention. Now more than ever employees are placing a huge emphasis on their compensation packages. Compensation refers to wages, bonuses and any other monetary gain that can be derived from employment. A compensation package an employee deems fitting in line with their experience, education and skills will motivate them and see them value their duties which can boost performance and profits for the organization. (Martocchio, 2013).

In a bid to attract and retain the best talent numerous organizations have gone ahead and offered compensation packages that are well above the market value, they understand that an employee who feels appreciated will go the extra mile (Parker and Wright, 2000). Mathis et al. (2004) concluded that a better compensation package was the reason cited by most employees as to why they habitually change their jobs, money is a key factor in employee retention.

2.32 Compensation

Compensation is one of the most important factors that influence employee turnover. A compensation package includes the total value of an employee's salary,

benefits, bonuses, and other forms of remuneration (Khalid & Nawab, 2018). If employees feel that their compensation is not competitive, fair, or aligned with their expectations, they may leave their jobs to seek better opportunities elsewhere. employees may leave their jobs due to compensation issues. One of the primary reasons why employees leave their jobs is inadequate pay. If employees feel that they are not being paid fairly for their skills, experience, and contributions, they may start looking for better-paying jobs elsewhere (Khalid & Nawab, 2018). A lack of benefits such as health insurance, retirement plans, and paid time off are important components of a compensation package. If employees feel that their benefits are inadequate or not competitive, they may leave their jobs to find better benefits elsewhere (Chiekezie et al., 2017). Inequitable compensation employees may leave their jobs if they perceive that their compensation is not equitable compared to their peers. If employees feel that their colleagues are receiving better compensation packages for similar roles, they may become dissatisfied and leave their jobs (Baytos, 1976).

Unfulfilled expectations for employees may leave their jobs if their compensation package does not meet their expectations. This can happen if employees were promised a certain level of compensation during the hiring process but did not receive it, or if their expectations changed due to changes in their personal circumstances or career goals (Labour law and employee participation, 2010). A lack of transparency for employees may become dissatisfied with their compensation packages if they feel that the process for determining compensation is not transparent. This can create a sense of mistrust and uncertainty, which can lead to employees leaving their jobs (Chiekezie et al., 2017). To address compensation-related turnover, organizations need to ensure that their compensation packages are competitive, fair, and transparent (Fernberger, 2004). This involves conducting regular market research to ensure that compensation is aligned with industry standards, providing competitive benefits, creating a transparent compensation process, and communicating with employees about their compensation and benefits packages (Watkins & Fusch, 2021). Organizations that take a proactive approach to

managing compensation-related turnover can help retain their best employees and maintain a competitive advantage in the marketplace.

Compensation and employee retention are closely linked, and the way organizations structure their compensation packages can have a significant impact on their ability to retain talented employees. Competitive compensation packages can attract highly skilled candidates to join an organization. When companies offer competitive salaries and benefits, they increase their chances of attracting top talent, as candidates are more likely to consider opportunities that offer fair and attractive compensation (Fletcher & Robinson, 2015). Fair and competitive compensation is a crucial factor in employee job satisfaction. When employees feel that they are being compensated fairly for their skills, experience, and contributions, they are more likely to be satisfied with their jobs. Satisfied employees tend to be more engaged, motivated, and committed to the organization, which in turn increases their likelihood of staying with the company (Khan et al., 2011). Employees who are performing well and contributing significantly to the organization may become targets for competitors who offer higher compensation. To retain high-performing employees, organizations need to ensure that their compensation remains competitive and aligns with the market rates (Khan et al., 2011). By providing competitive compensation, organizations can reduce the risk of losing top talent to other companies. Compensation is not just about the monetary aspect; it also represents the value that an organization places on its employees. When employees feel that their compensation reflects their skills, contributions, and the value they bring to the organization, it enhances their sense of recognition and appreciation (Martocchio, 2013). This, in turn, increases their loyalty and commitment to the organization. Adequate compensation is essential for employees' financial stability and overall well-being. When employees feel that their compensation is sufficient to meet their financial needs, they experience reduced financial stress and worry. This positive impact on their personal lives can contribute to their overall job satisfaction and commitment to the organization (Khalid & Nawab, 2018).

Employee turnover can be costly for organizations in terms of recruitment, training, lost productivity, and the time it takes for new employees to become fully productive. Offering competitive compensation can help reduce turnover rates by making employees less likely to seek employment elsewhere for better financial incentives (Khan et al.,2011). While compensation is an important factor in employee retention, it is crucial to note that it is not the sole determinant. Other factors, such as career growth opportunities, work-life balance, organizational culture, and job satisfaction, also play significant roles in retaining employees. Therefore, a comprehensive retention strategy should consider a holistic approach that combines competitive compensation with other retention drivers. Compensation and employee retention can also be negatively linked in certain situations (Baytos, 1976). When employees feel that their compensation is insufficient or below market standards for their skills and contributions, it can lead to dissatisfaction and a higher likelihood of seeking better-paying opportunities elsewhere (Fernberger, 2004). Inadequate compensation can create financial strain and dissatisfaction, making employees more open to considering job offers with better compensation packages. Pay inequity, where employees perceive that they are being paid unfairly compared to their peers or colleagues in similar roles, can breed resentment and decrease motivation (Fernberger, 2004). If employees believe they are not being compensated equitably, it can erode trust in the organization and increase the chances of them seeking better compensation elsewhere.

Employees may become disengaged and less motivated if they perceive a lack of performance-based incentives in their compensation packages. When there is a lack of clear linkages between performance and rewards, employees may feel that their efforts are not recognized or appropriately rewarded, leading to decreased job satisfaction and potentially higher turnover rates (Watkins & Fusch, 2021). If employees perceive limited opportunities for career progression or salary growth within the organization, it can negatively impact their motivation and job satisfaction. Without the prospect of advancing their careers or earning higher salaries, employees may feel stagnant and more inclined to explore external opportunities that offer better growth prospects and financial rewards. Poorly designed or

implemented compensation policies and practices can also negatively affect employee retention (Parker and Wright, 2000). For example, if there is a lack of transparency or consistency in the compensation review process, employees may feel unfairly treated and undervalued. Similarly, if compensation decisions are perceived to be biased or influenced by favoritisms, it can create a negative work environment and decrease employee loyalty.

It is important for organizations to regularly review and ensure that their compensation practices align with industry standards, are fair, and transparent, and provide opportunities for growth and recognition. By addressing negative aspects of compensation and proactively addressing employee concerns, organizations can work towards improving employee retention.

2.33 Work Environment

A work environment is described as the social, physical, and psychosocial aspects with which the employee associates daily (Jain and Kaur, 2014). Once equipped with the proper tools and resources and providing an atmosphere for growth and creativity one will see an employee motivated and excelling. An employee feels motivated and energize coming to work each day when they know that the environment, they are coming to is conducive to bringing out and giving their best. Minister of State in the Ministry of Industry, Investment and Commerce in Jamaica Dr. the Hon. Norman Dunn in 2020 urged businesses to place great emphasis on increasing employee engagement citing it as "critical in achieving the levels of productivity needed to boost economic growth" (JIS, 2020).

If the working conditions are poor, then employees will be dissatisfied and will seek out better working environments. A poor working environment is one of the most significant reasons why employees leave their jobs. A negative work environment can include factors such as a toxic culture, ineffective leadership, lack of support or resources, excessive workload, and unsafe working conditions (Kundu & Lata, 2017). There are some

ways in which a poor working environment can lead to employee turnover such as decreased job satisfaction. A negative work environment can lead to decreased job satisfaction among employees. If employees feel undervalued, unsupported, or unappreciated, they may become dissatisfied with their jobs and start looking for opportunities elsewhere (Yusliza et al., 2020).

Burnout and stress, a poor working environment can also lead to burnout and stress among employees. If employees are overworked, under-resourced, or facing unrealistic expectations, they may experience burnout or stress-related health issues. This can lead to decreased productivity, increased absenteeism, and higher turnover rates (Kundu & Lata, 2017). A toxic culture, and a negative work environment can also include a toxic work culture. If employees feel that their workplace is hostile, unprofessional, or lacks a positive work environment, they may become disengaged and seek employment elsewhere. Lack of growth opportunities and a negative work environment can also stifle employee growth and development (Yusliza et al., 2020). If employees feel that their work environment does not provide opportunities for learning, growth, or advancement, they may leave their jobs to find opportunities elsewhere.

Moreover, a poor working environment can also include unsafe working conditions. If employees feel that their workplace is unsafe or puts their health and well-being at risk, they may leave their jobs to find a safer work environment. To address turnover related to poor working environments, organizations need to focus on creating a positive work culture that prioritizes employee well-being, engagement, and growth (Kar & Misra, 2013). This involves promoting open communication, providing adequate resources and support, fostering a positive work environment, and investing in employee development and training. By creating a positive work environment, organizations can retain their best employees, reduce turnover, and create a competitive advantage in the marketplace.

A toxic work environment and a good work environment are two contrasting scenarios that significantly impact employees' well-being, job satisfaction, and overall productivity. In a toxic work environment, there is a pervasive lack of trust and support among colleagues and management. Employees feel unsupported and may hesitate to ask for help or voice their concerns due to fear of judgment or retaliation (Yusliza et al., 2020). Communication in a toxic work environment is often characterized by negativity, criticism, and lack of constructive feedback. Employees may experience frequent conflicts, gossip, or disrespectful behavior that hinders collaboration and effective teamwork. Toxic work environments often result in high levels of stress and burnout among employees. Unrealistic workloads, constant pressure to perform, and limited resources contribute to a tense and overwhelming atmosphere (Jain and Kaur, 2014). In a toxic work environment, employees may feel undervalued and unappreciated. There is a lack of recognition for their contributions, and opportunities for growth and advancement are limited or non-existent. Toxic work environments often exhibit micromanagement tendencies, where employees' every move is closely monitored, stifling creativity and autonomy. Managers exert excessive control, leading to a lack of empowerment and trust among the team (Kar & Misra, 2013). In contrast, a good work environment is built on trust, where colleagues and management support and respect each other. Employees feel comfortable seeking help, sharing ideas, and expressing their opinions without fear of retribution. In a good work environment, communication is open, transparent, and respectful. Constructive feedback is provided to help employees grow and improve, and conflicts are addressed in a healthy and timely manner. A good work environment acknowledges the importance of work-life balance (Kundu & Lata, 2017). There is an understanding that employees have personal lives and commitments outside of work, and efforts are made to ensure a reasonable workload and flexibility when possible. In a good work environment, employees' contributions are recognized and rewarded. There are clear pathways for growth and professional development, with opportunities for learning, training, and advancement within the organization. Employees in a good work environment are empowered to make decisions and take ownership of their work. There is a sense of autonomy and trust,

allowing individuals to use their skills and creativity to contribute to the team's success (Jain and Kaur, 2014). It is important to note that a good work environment is not devoid of challenges or occasional conflicts, but the overall culture, support systems, and management practices prioritize employee well-being and create a positive and productive atmosphere.

Based on the studies surrounding leadership theories and style it can be concluded that employee performance and retention greatly depend on what style a leader chooses as a form of motivation for his subordinates. Research that exists in the field leans towards the finding of a significant relationship between employee motivation tied to leadership and employee retention. It is therefore important for future research to explore whether this impact is tied to the perception that employees hold of good leaders or whether it is a direct result of specific leadership styles and approaches.

Despite this available information on employee retention and leadership style, little to no study was found on the public sector, to what extent it is a problem, and how relationships can be enhanced between leaders and employees. Additionally, the studies were limited mostly to transactional and transformational leadership leading one to believe them to be the more popular styles that are being utilized in the workspace.

The available literature also fails to identify the leadership style that most impacts employee retention. One strength of the current research is that it demonstrates the idea that employee perceptions of the variables that influence retention vary depending on different industries and the relationship between employees and their supervisors. This research focuses primarily on leadership as applied in the public sector in Jamaica, which is not explored outside of the available literature on public service as a scholarly concept. Towards this end, there is a significant gap in Jamaica's current literature on leadership and employee retention. Ultimately, the research topic remains relevant due to the insights that it may provide on factors influencing employee retention in the public sector in Jamaica

and how this relates to different leadership styles. The information revealed by this research can therefore be used by stakeholders to design employment policies to encourage employee retention.

2.44 Summary of the Literature Review

Through the literature review, we can conclude that numerous studies have been conducted on employee retention globally. While different studies have focused on other factors, leadership style coupled with compensation and a healthy work environment is the most crucial factor in employee retention.

Leadership is a critical driver of service delivery in the sense that the key to a successful public sector lies behind the ability of these leaders to effectively influence and organize people toward meeting achievable goals and objectives by capitalizing on human relation theories. The problem statement that was selected as the focus of the research involves the development of an understanding of the link between different leadership approaches and employee retention and the impact that this has on work outcomes in the public sector of Jamaica.

Business organizations focus their efforts on finding the right talent to differentiate themselves and increase their competitive advantage in the market. Employee retention is central to the sustained development and growth of organizations. This literature review critically examines the relationship between leadership styles, organizational theory, and employee retention within the context of contemporary workplaces. By exploring various theoretical frameworks, motivational and retention theories, and the underlying reasons for employees' desire to leave their jobs, this study aims to provide a comprehensive understanding of the complex dynamics influencing employee retention.

Employee retention is a crucial concern for organizations seeking to maintain a talented and dedicated workforce. Leadership styles and organizational theory play pivotal roles in shaping employees' experiences, job satisfaction, and subsequent intentions to remain in or leave an organization. Understanding the theoretical underpinnings and empirical evidence linking these factors is essential for organizational leaders, Human Resource professionals, and scholars in developing effective strategies for improving employee retention. This review begins by establishing a comprehensive theoretical framework that combines various leadership styles, such as transformational, transactional, and servant leadership, with relevant organizational theories, including contingency theory, social exchange theory, and organizational culture. This framework enables a holistic understanding of the multifaceted factors influencing employee retention.

Drawing upon motivational theories such as Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, Expectancy Theory, Equity Theory and McClelland's Acquired Needs Theory, this review explores how leadership styles and organizational factors can impact employees' intrinsic and extrinsic motivation. It further examines retention theories, including the unfolding model of turnover, the job embeddedness theory, and the social exchange perspective, to uncover the underlying mechanisms behind employees' decisions to remain with or leave an organization. The review critically assesses the empirical literature on the relationship between leadership styles and employee retention. It examines how transformational leadership, characterized by inspirational vision, individualized consideration, intellectual stimulation, and idealized influence, is positively associated with higher levels of employee engagement, job satisfaction, and retention. Furthermore, it investigates the impact of transactional leadership, which focuses on rewards, punishments, and performance-based contingencies, on employee retention. Finally, the review explores the emerging concept of servant leadership and its potential influence on long-term employee retention. This section explores how various organizational factors and practices influence employee retention. It investigates the role of organizational culture, employee empowerment, career development opportunities,

work-life balance initiatives, and supportive work environments in enhancing employees' commitment and retention. To gain deeper insights into employees' decision-making processes, this review analyzes the key reasons employees may want to leave their jobs. It examines intrinsic factors such as job dissatisfaction, lack of growth opportunities, low recognition, and limited autonomy, as well as extrinsic factors like inadequate compensation, poor work-life balance, organizational politics, and unfavourable work conditions. By understanding these factors, organizations can proactively address the causes of turnover and develop effective retention strategies. This literature review provides a comprehensive analysis of the relationship between leadership styles, organizational theory, and employee retention. It highlights the importance of transformational leadership, supportive organizational practices, and the fulfilment of intrinsic and extrinsic motivational needs for fostering a positive work environment and reducing employee turnover. By leveraging the insights gained from this review, organizations can develop evidence-based strategies to enhance employee retention and achieve long-term organizational success.

The Leadership theories explored in the literature showed that individual leadership style can influence organizational performance. It can be argued that a theory such as the Great Man theory is outdated, and organizations should look towards newer theories such as transformational and transactional to lead employees. However, theories such as participative have also been proven to have effects on employee retention positively when compared to the directive and authoritative styles of leadership.

All the literature reviewed reported an inverse relationship between leadership style and intention to leave. Intention to leave was found to be the preferred measure commonly used in different studies to assess turnover and retention. When the leadership style is unfavourable, the intention to leave increases and when it is favourable intention to leave decreases, hence enhancing staff retention. The leadership style adopted by managers

should therefore be given the attention it deserves if organizations are to retain their treasured staff.

The review brought to the fore that employees who are not motivated by their leaders or their jobs tend to leave their place of employment at a faster rate as such two motivational and retention theories were assessed. The McClelland Theory of Motivation by David McClelland look at humans and analyze that they all need achievement, affiliation, and power which motivates them and if leaders want to get staff motivated, they ought to appeal to these needs. Meanwhile, the Resource-Based Employee Retention Theory by Birger Wernerfelt speaks to the need for employees to feel useful and important to the organization thus bringing out a level of loyalty and reducing turnover rates. Both theories are fitting for this research study as it provides a blueprint that leaders can follow to keep their employees motivated and engage in the organization.

An employee's work environment and compensation packages are crucial in deciding retention. From previous research, people place their value on how much they are paid and so the less they are paid the less worth they will place on their duties. Additionally, if the workplace is toxic and the culture is not inviting employee retention will continue to be an issue. Leadership styles communicate a kind of management support that improves employee decision-making and later motivates them to stay longer in the organization. Incorporative leadership styles make workers feel valued and part of the organization, which increases loyalty and retention.

A possible conclusion can be drawn from the literature on employee retention. While there are various factors that can influence employee retention, research has consistently shown that leadership style, compensation, and work environment are among the most important factors. Effective leadership can have a significant impact on employee motivation, job satisfaction, and retention. Leaders who are supportive, and communicative, and who provide opportunities for growth and development can create a

positive work environment that fosters employee engagement and retention. Compensation is also an important factor in employee retention. Fair and competitive compensation can help to attract and retain talented employees, while inadequate compensation can lead to job dissatisfaction and high turnover rates. Finally, a healthy work environment that supports employee well-being can also contribute to employee retention. This can include factors such as work-life balance, job security, and opportunities for social connection and support. Overall, while there are multiple factors that can influence employee retention, leadership style, compensation, and work environment are key factors that should be considered by organizations that want to improve their retention rates.

CHAPTER   III:
METHODOLOGY

 Overview of the Research Problem

This research aims to explore the relationship between leadership styles and employee retention in the public sector of Jamaica. Employee retention is a critical concern for organizations as high turnover rates can have negative effects on productivity, morale, and the overall effectiveness of public services (Nair, 2013). Effective leadership is considered crucial in fostering a positive work environment and influencing employee motivation, job satisfaction, and commitment to the organization. Understanding the impact of different leadership styles on employee retention can provide valuable insights for improving leadership practices in the public sector (Kinsambwe, 2016).

The research problem addressed in this study is to investigate the effects of leadership styles on employee retention in the public sector of Jamaica. Specifically, the study aims to answer the following research questions:

1. To provide comprehensive data on the effects of leadership styles on employee retention in the public sector in Jamaica
2. To identify which leadership style encourages employee retention in the public sector in Jamaica.
3. To supply industry leaders in Jamaica with information that will enhance the relationship between them and employees to minimize employee turnover.

To address the research problem and answer the research questions, a mixed-methods research approach will be employed. The study will involve both quantitative and qualitative data collection and analysis.

A survey will be conducted among employees in the public sector of Jamaica to measure their perceptions of leadership styles, job satisfaction, organizational commitment, and intention to stay. The survey data will be analyzed using statistical techniques to examine the relationships between leadership styles and employee retention.

Creswell (2023) said the advantage of using a quantitative research design is that it provides objective and reliable data that can be analyzed and interpreted using statistical methods. This allows for the identification of patterns, trends, and relationships between variables, which can be useful in making evidence-based decisions. However, a quantitative research design may not capture the full range of experiences and perspectives of employees. It may also be limited in its ability to capture complex or nuanced aspects of employee retention, such as organizational culture or interpersonal relationships.

To address these limitations, a qualitative research method, such as interviews, to gather more in-depth and subjective information on employee retention. Combining both quantitative and qualitative research methods can provide a more comprehensive understanding of employee retention and its underlying factors (Creswell & Creswell, 2023).

In-depth interviews and focus group discussions will be conducted with selected employees and leaders in the public sector to gain a deeper understanding of the experiences, perceptions, and attitudes towards leadership styles and employee retention. Qualitative data analysis techniques will be employed to identify common themes and patterns. The interview data will be transcribed, coded, and thematically analyzed to identify recurring patterns, themes, and emergent insights (Creswell & Creswell, 2023).

Through a rigorous process of coding and categorization, the researcher will extract meaningful findings, enabling the exploration of relationships between leadership styles, employee engagement, and retention outcomes.

The survey for this research will use the Likert scale in part. The Likert scale is a commonly used type of survey scale that measures respondents' attitudes or opinions on a particular topic. One of the benefits of using the Likert scale is its ease of use and familiarity. Many people are familiar with this type of survey scale, making it easier for them to understand and respond to the questions (Mcleod, 2023).

3.1 Population and Sampling Method

Participants were selected from three of the most populated public sector agencies in Jamaica. Probability sampling was used for the surveys, specifically simple random sampling, with the aim of gathering information from 50 individuals, both male and female, holding various work titles (Suanders et al., 2004). The sample size had been determined based on results from similar studies conducted on leadership and retention. The inclusion criteria required participants to have worked in the public sector under more than one leader, while those who had never worked in the public sector in Jamaica were excluded from the study. Data was expected to be collected during a three (3) month period.

For the interviews, the researcher employed purposive sampling as the primary method for selecting interview participants. This approach was chosen due to the specific expertise required to address our research objectives effectively. Purposive sampling allowed the researcher to target individuals who possessed a minimum of five years of experience in the field, ensuring that our sample consisted of knowledgeable and relevant participants. For this study, the sample size was set at nine participants. This modest yet carefully selected sample aimed to ensure depth and richness of data while aligning with the scope and resources available for our research. The selection process, as previously

detailed, involved purposive sampling to identify individuals with specific expertise relevant to our research objectives. Despite its small size, this sample was deemed sufficient to provide valuable insights into the subject matter and allowed for in-depth interviews, ensuring a comprehensive exploration of the research questions. To select interviewees, we systematically went through the list of public sector agencies in Jamaica in our sampling frame and contacted potential participants through email invitations. Given that all employees were located within the same geographic, the researcher used a simple random sampling approach to ensure fairness and impartiality in participant selection. Inclusion criteria for the study required participants to have been public sector employees with a minimum of five years of experience. Exclusion criteria encompassed individuals who had retired or were no longer actively engaged within the public sector. We obtained informed consent from all participants before conducting interviews, ensuring their anonymity and confidentiality.

As it relates to the Focus Groups this study employed a qualitative research design, utilizing focus group discussions as the primary data collection method. Focus groups were chosen for their ability to elicit rich, in-depth insights and explore participants' perceptions, experiences, and opinions on the research topic. 15 Participants were selected through purposive sampling to ensure representation of diverse perspectives related to the research objectives. Inclusion criteria were defined, considering factors such as age, gender, and relevant experience, as they pertained to the research focus. Participants were drawn from various backgrounds in the public sector. Focus group discussions were facilitated by a trained moderator with experience in qualitative research. Each session was audio-recorded to capture the conversation accurately. A semi-structured interview guide was developed to ensure consistency across focus groups. The guide included open-ended questions and prompts to encourage participants to express their thoughts, experiences, and opinions on the research topic. Focus group sessions were conducted in a conducive and neutral environment to encourage open and honest discussion. Thematic analysis was employed to analyze the data collected from focus group discussions. This involved a systematic

process of identifying, coding, and categorizing recurring themes and patterns within the data. Data saturation was monitored throughout the study to determine the point at which new insights ceased to emerge from the focus group discussions. Informed consent was obtained from all participants before the commencement of focus group discussions. Participants were assured of their right to anonymity and confidentiality.

Secondary data, sourced from books and databases, was utilized to compile the literature and establish the conceptual framework. Sources included Google Scholar, Journal of Applied Business, Academy of Management Journal, IOSR Journal, PubMed, and ResearchGate.

The inclusion criteria for the study covered a publication timeframe from 1990 to 2022. To identify relevant studies, keywords related to retention and leadership styles were employed, along with Boolean commands such as OR and AND to refine the search. A total of 2,000 studies, in addition to eight articles retrieved from Google, were imported into Endnote for further analysis.

The initial screening process involved identifying and eliminating duplicates, resulting in the removal of 980 studies. Subsequently, the remaining 2,339 abstracts and titles were assessed for their alignment with the inclusion criteria. Of these, 1,217 studies were deemed ineligible and subsequently excluded from the analysis.

After the screening process, 37 articles remained, meeting both the methodological quality and inclusion criteria. To ensure systematic data collection, a data extraction table was created. This table facilitated the recording of key information, such as the findings and relevant details from each study. Through this rigorous screening and data extraction process, the researcher aimed to ensure that the final selection of studies was comprehensive, methodologically sound, and aligned with the research objectives. This

systematic approach helped to minimize bias and ensured that the findings and conclusions drawn from the selected studies were robust and reliable.

The selected articles, which met the inclusion criteria and methodological quality, served as valuable sources of information for the research on employee retention and leadership styles. The data extraction process allowed for a comprehensive synthesis of findings from different studies, enabling the researchers to identify patterns, trends, and insights related to the relationship between leadership styles and employee retention.

3.2 Conceptual Framework

A conceptual framework was a visual or written representation of the key variables, concepts, and relationships that were being studied. It provided a map or roadmap of the research study, outlining the research questions, hypotheses, and expected outcomes. The conceptual framework of the study on employee retention included the following elements:

Independent variables: These were the factors that were hypothesized to have influenced employee retention, such as leadership style, compensation, and work environment.

Dependent variable: This was the outcome or measure of interest, in that case, employee retention.

Mediating variables: These were variables that might have helped explain the relationship between the independent variables and the dependent variable. For example, job satisfaction or employee engagement could have been mediating variables in the relationship between leadership style and employee retention.

Moderating variables: These were variables that might have influenced the strength or direction of the relationship between the independent variables and the dependent

variable. For example, the effect of leadership style on employee retention might have been moderated by factors such as job tenure or industry.

Using the information gathered from the studies, the following hypotheses could have been made. Leadership style had a significant effect on employee retention (H1), and work environment and compensation intensified the effect of leadership style on employee retention (H2). This was used to develop the conceptual framework in Figure 1 below.
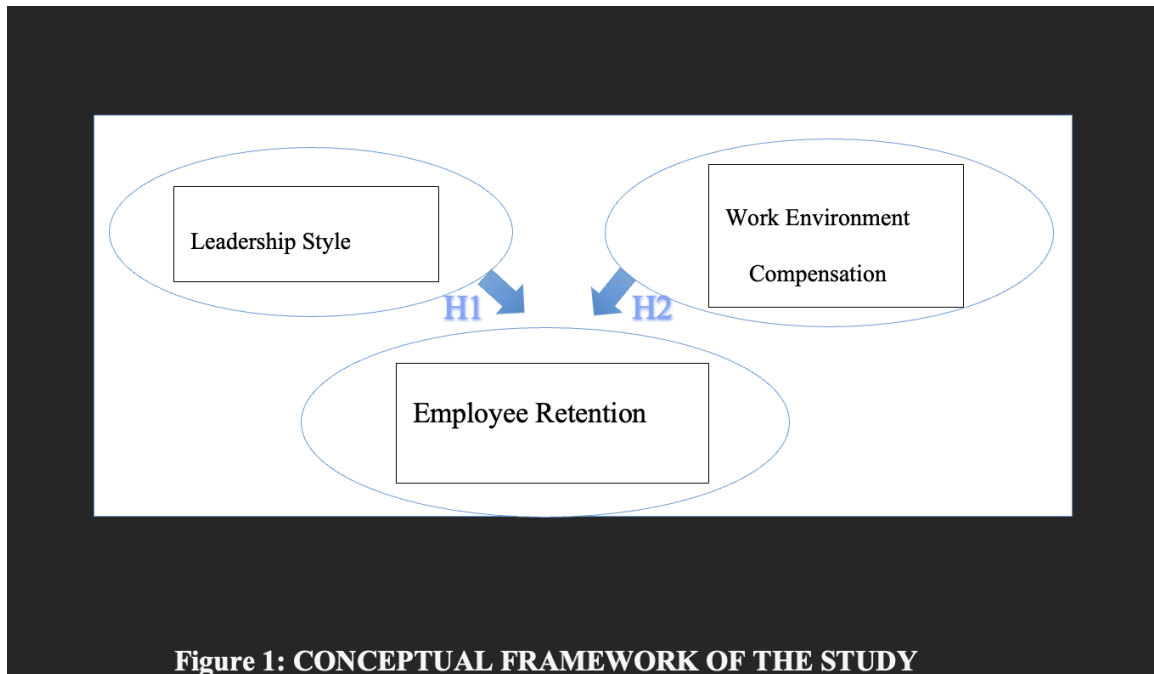
Figure 1: CONCEPTUAL FRAMEWORK OF THE STUDY

Source: Author

Research questions and hypotheses: These were the specific questions that the study aimed to answer and the expected relationships between the independent and dependent variables. A conceptual framework could have helped guide the research study, ensuring that the research questions and hypotheses were aligned with the variables and relationships that were being studied. It could have also helped identify any potential

confounding factors or limitations of the study and guide the selection of appropriate research methods and data analysis techniques.

H1: Leadership style had a significant effect on employee retention. This hypothesis suggested that the way leaders managed and interacted with their employees influenced their likelihood of staying with the organization. Different leadership styles, such as transformational, transactional, autocratic, or democratic, may have had varying impacts on employee retention. The hypothesis posited that certain leadership styles would have been more effective in fostering a positive work environment and increasing employee retention rates.

H2: Work environment and compensation intensified the effect of leadership style on employee retention. This hypothesis proposed that the impact of leadership style on employee retention was further enhanced when complemented by a favorable work environment and compensation practices. A supportive work environment characterized by open communication, teamwork, recognition, and opportunities for growth and development could have reinforced the positive effects of effective leadership on employee retention. Additionally, competitive compensation packages, including fair salaries, benefits, and incentives, could have acted as additional motivators for employees to stay with the organization, enhancing the influence of leadership style on employee retention.

By combining H1 and H2, the hypothesis suggested that leadership style alone affected employee retention, but when coupled with a conducive work environment and attractive compensation, its impact became even stronger.

Further research could have been conducted to test these hypotheses by collecting data on leadership styles, employee retention rates, work environment factors, and compensation practices within organizations. Analyzing the relationships between these

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variables could have provided insights into the importance of leadership style, work environment, and compensation in retaining employees.

This research was expected to contribute to the existing literature on leadership styles and employee retention by providing insights specific to the public sector in Jamaica. The findings could inform policymakers, organizational leaders, and human resource practitioners about the importance of leadership in retaining employees in the public sector. It could help identify effective leadership approaches that promote employee retention and contribute to a more productive and motivated workforce. By understanding the effects of leadership styles on employee retention, this research could assist in the development of strategies and interventions aimed at improving leadership practices, enhancing employee satisfaction and commitment, and reducing turnover rates in the public sector of Jamaica. Ultimately, this research had the potential to positively impact the quality of public services and the overall functioning of the public sector in Jamaica.

CHAPTER   IV:
RESULTS

This dissertation embarks on a comprehensive exploration of a critical question: How do different leadership styles within the public sector of Jamaica influence employee retention? The inquiry into the relationship between leadership and retention is both timely and significant, given the multifaceted challenges posed by workforce turnover and the inherent demand for stability and consistency in the delivery of public services (Nair, 2013).

The research journey undertaken in this dissertation encompasses a systematic investigation into the varied leadership styles exhibited by public sector leaders in Jamaica and their discernible impacts on the retention of employees. To achieve this, an extensive research framework was meticulously designed, involving surveys, interviews, focus groups and data analysis. The study draws upon an extensive body of literature in the fields of leadership, organizational behavior, and public administration, grounded in both global and Jamaican contexts.

In this chapter, we unveil the results of our empirical investigation, providing a comprehensive analysis of the effects of different leadership styles on employee retention within the Jamaican public sector. Through a meticulous examination of quantitative and qualitative data, we endeavour to shed light on the intricate interplay between leadership practices and the ability of public sector organizations to retain their workforce.

The results chapter serves as a crucial juncture in our research, where we present and interpret the data generated by our study. Herein, we will unravel the patterns, trends, and correlations identified during the research process, offering a nuanced understanding of the ways in which leadership styles impact the retention of employees. Additionally, we will explore the implications of these findings, guiding the way for actionable insights that

hold the potential to inform not only public sector practices in Jamaica but also the broader discourse surrounding leadership, retention, and the delivery of public services.

4.1 Research Question One

What is the scale of employee retention in the public sector in Jamaica?

The results of the first research question via survey sought to find out the scale of employee retention in the public sector in Jamaica using the question of rating the agency retention management strategy. Based on the result 46% revealed that the retention strategy was average and 44% said it was below average while 10% said it was above average.
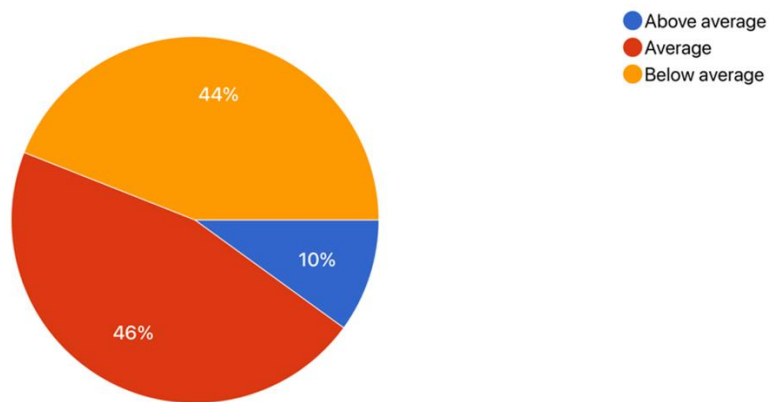
Figure 2   How would you grade your company's retention management strategy?

Source: Author

If you have changed your job before, grade how much in the decision to leave was your dissatisfaction with the manager?

The next question asked if you have changed your job before, grade how much in the decision to leave was your dissatisfaction with the manager and 35.1% said a great deal,

21.6 % tied with a lot and none at all, 13.5 % said a little while 8.1 % said a moderate amount.

If you have changed your job before, grade how much in the decision to leave was your dissatisfaction with the manager
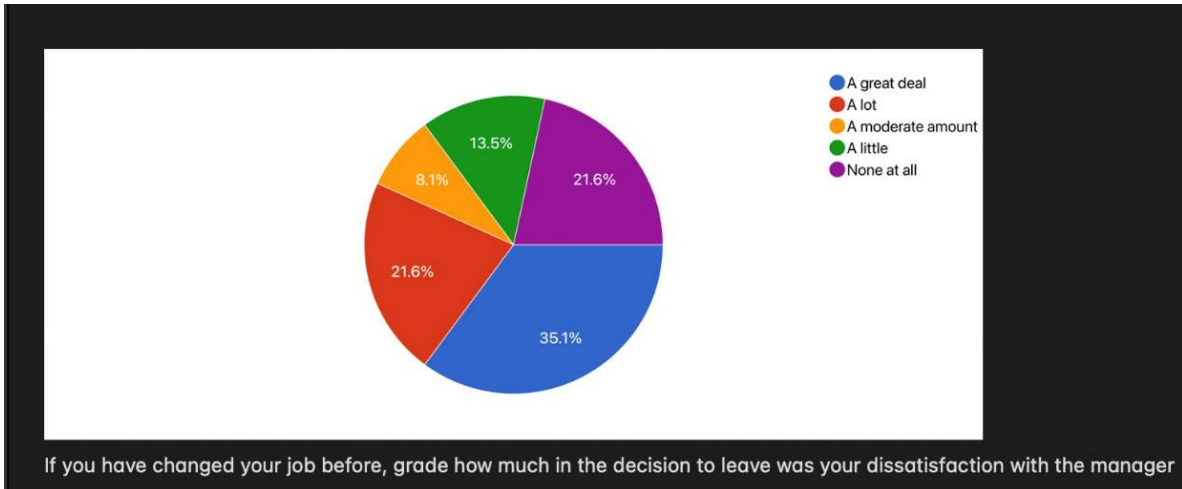
Figure: 3
Source: Author

Of the options below, which would be your main reason for leaving the company?

Additionally, a follow-up question asks about the reason why an employee might leave a company. 45.8% selected a negative environment, 39.6 % selected the compensation package and 14.6 % selected the relationship with a manager.

Figure 6: Of the options below, which would be your main reason for leaving the company?
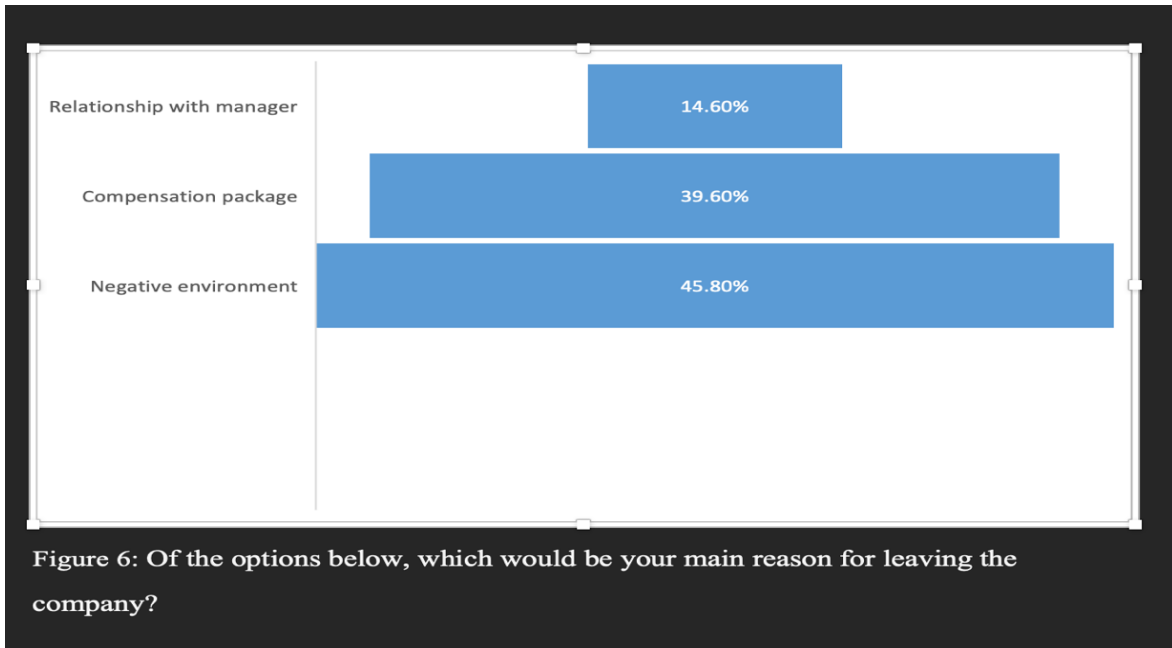
Source: Author

4.2 Research Question Two

What specific leadership styles are contributing to the rapid turnovers of employees?

In seeking answers to question two the researcher asked what specific leadership styles were contributing to the rapid turnovers of employees. 47.8% of responders selected an autocratic leader, 19.6 % selected a participative leader, 17.4 % selected a democratic leader, 6.5% selected a transformational leader, while 4.3% tied with situational leadership and transactional leadership.

Figure 7: What leadership style would you say that your previous manager used?
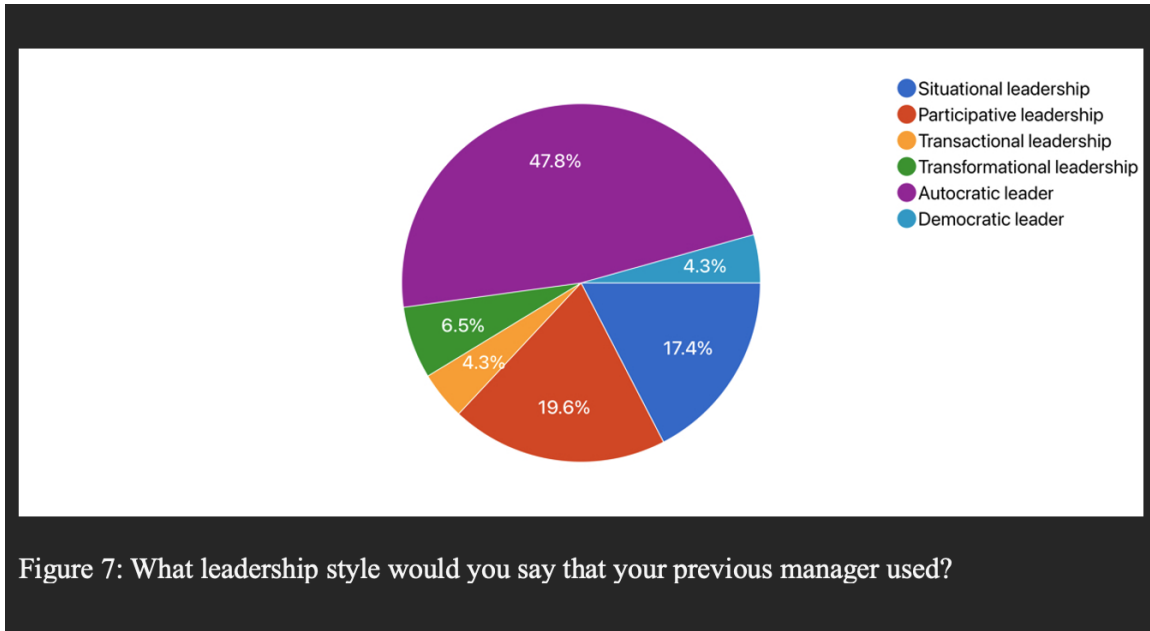
Source: Author

Do you get incentives and recognition for your contributions?

The next question asked if respondents received incentives and recognition for their contributions. 51% said no while 49 % said yes.

51%

49%
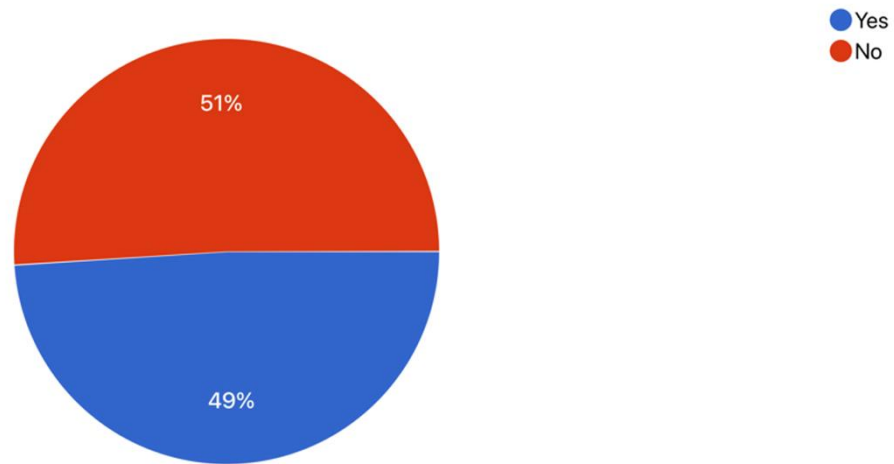
Figure 4: Do you get incentives and recognition for your contributions?

Source: Author

4.3 Research Question Three

What can be done to enhance the relationship between leaders and employees to minimize employee turnover?

The third question turned its attention to what can be done to enhance the relationship between leaders and employees to minimize employee turnover. 44% of the respondents selected a transformational leader, 28% selected a participative leader, 22% selected situational leadership 6% selected a democratic leader.

Figure 8: What leadership style do you prefer?
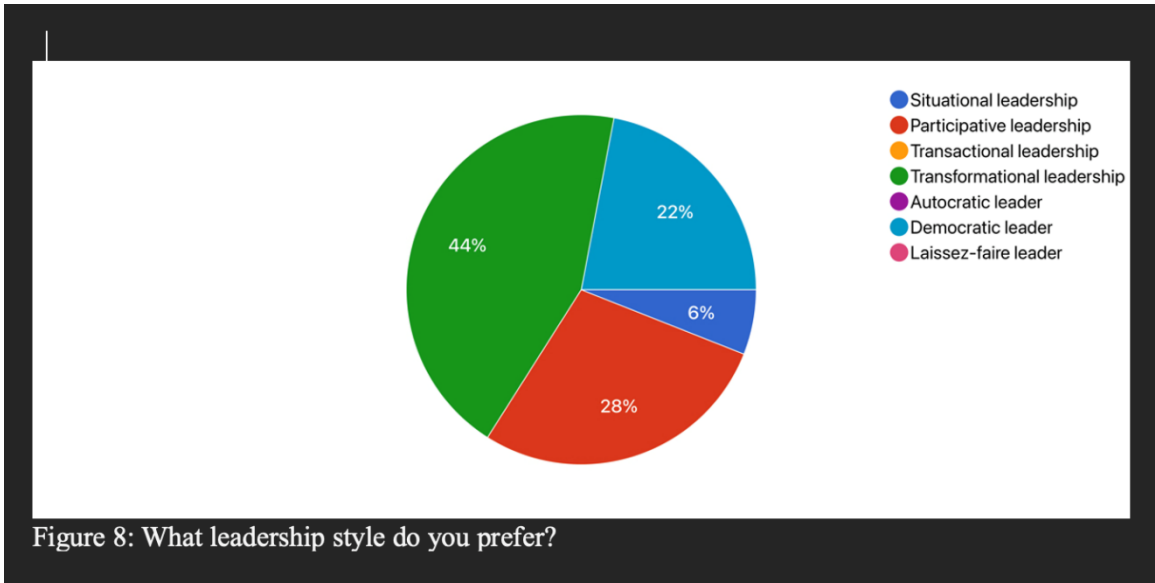
Source: Author

How much does your manager contribute to the creation of a good team working environment?

The next question asked about their manager's contribution to the creation of a good team working environment. 46% stated that it was below expectations, 44.9% said it met expectations and 8.2 % said it exceeded expectations.

Figure 9: How much does your manager contribute to the creation of a good team working environment?
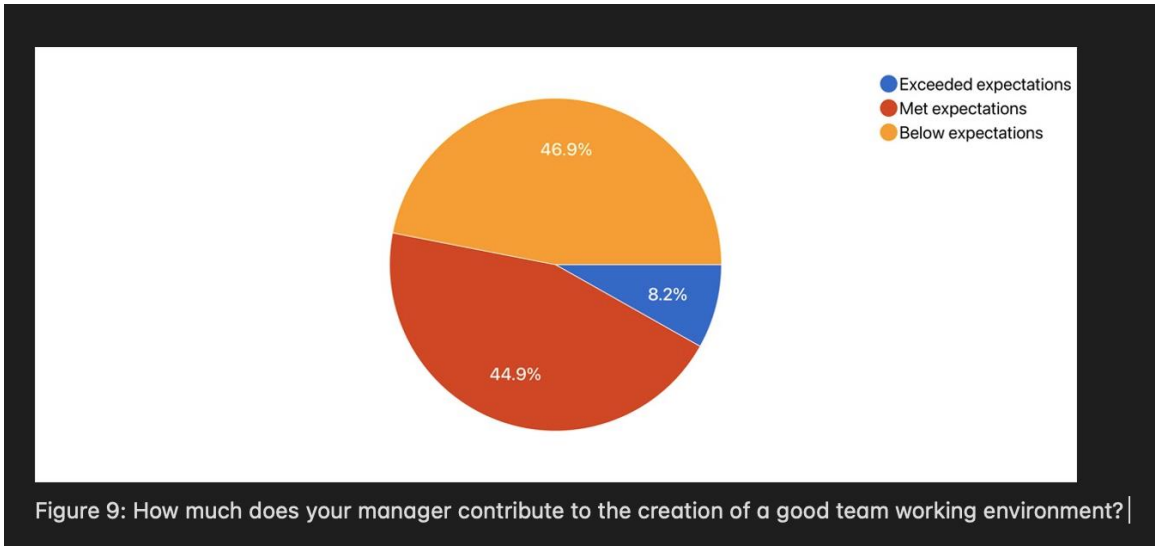
Source: Author

Does your employer provide training for employees regularly?

Additionally, when asked if their employer provides training for employees regularly 54% of the respondents said no while 45.8% said yes.
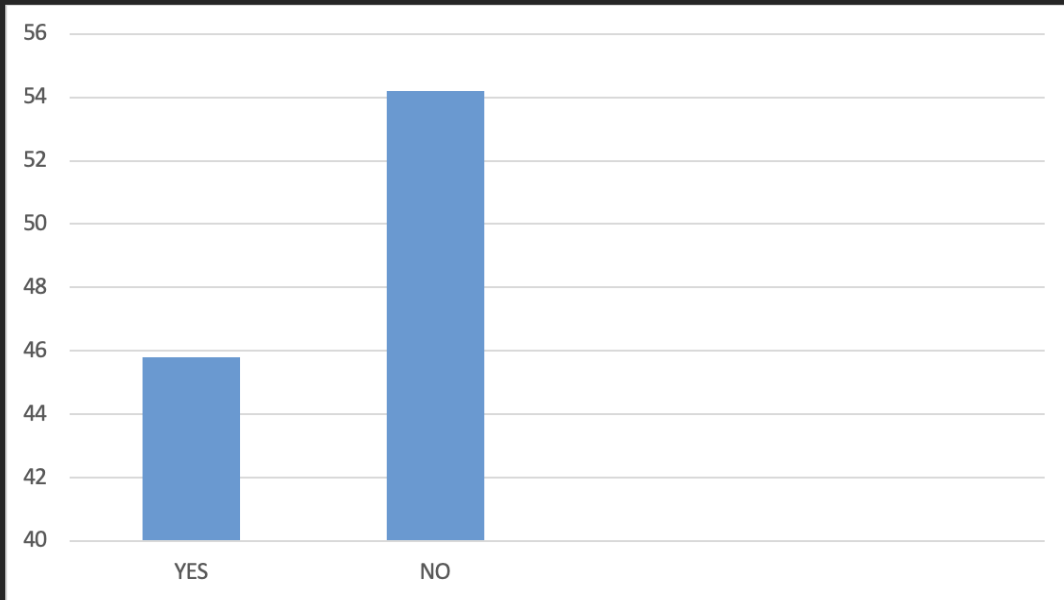
Figure 10: Does your employer provide training for employees regularly?

Source: Author

4.4 Employee Perspectives via Interviews

This paper presents the results of interviews conducted with employees from various organizations, aimed at assessing their perceptions of company retention management strategies. The interviews were conducted between May 6 and May 13, 2023, with participants whose identities were anonymized to ensure candid responses. Participants provided insights into various aspects of their work experiences, including leadership styles, work-life balance, training opportunities, and job satisfaction.

Retention Management Strategy	*Julie expressed dissatisfaction with her company's strategy, citing a high turnover rate as evidence of its ineffectiveness.

	*Mary praised her company's strong communication and inclusive culture, which contributed to a positive retention strategy. *Tom identified factors like limited career growth, lack of recognition, and toxic work culture as potential reasons to leave a company.
	*Andrea noted the lack of emphasis on employee development and growth opportunities in her workplace.
	Positive work-life balance, growth opportunities, and a supportive work environment were mentioned as factors contributing to job retention.
Employee Engagement	*Tom highlighted his company's commitment to employee engagement through surveys, feedback sessions, and open-door policies
	*Sam cited a lack of support for work-life balance, leading to potential burnout and reduced retention.
Recognition and Appreciation	*Mark emphasized the importance of recognizing and rewarding employees for their contributions, which his company failed to do.
Job Satisfaction and Factors Influencing It	Participants expressed varying levels of job satisfaction, influenced by factors such as alignment with personal passions, growth opportunities, and work-life balance.
	*Susan and *Howard both noted their companies' recognition of the importance of work-life balance and effective recognition systems.
Leadership Styles	*John believed his company had implemented an effective retention strategy, focusing on employee development, work-life balance, recognition, and leadership.
	*Andrea and *Julie pointed to dissatisfaction with autocratic leadership styles, which negatively affected their job satisfaction.
	*Sharon advocated for a flexible and adaptive leadership style, while Howard described his manager's style as a mix of transformational and situational.

	*Andrea and *Julie identified their managers as autocratic or directive in their leadership styles.
Training Opportunities	*Ruth highlighted her organization's emphasis on employee development through regular training opportunities.
	*Paul, in contrast, reported the absence of consistent training programs in his organization.
Team Working Environment	*Susan and *Howard discussed the vital role of managers in fostering a positive team working environment and suggested areas for improvement

Source: Author

Table 5: Employee Perspectives via Interviews

The result from the interviews highlights the importance of employee perspectives in assessing retention management strategies. It underscores the significance of effective communication, recognition, leadership styles, and training opportunities in enhancing job satisfaction and retention rates within organizations.

4.5 Employee Results via Focus Groups

The focus group participants emphasized the critical role of leadership styles and practices in employee retention. Here are the key results.

Transformational Leadership	Participants highly valued leaders who exhibited transformational leadership qualities. These leaders inspired and motivated employees through a clear vision, set goals, and provided individualized support. Such leaders were seen as instrumental in fostering a positive

	work environment and promoting personal and professional growth, leading to higher employee retention.
Transactional Leadership	While transactional leadership, which focuses on rewards and punishments based on performance, was acknowledged as effective in certain situations, participants expressed concerns. Clear expectations and performance targets set by transactional leaders could enhance motivation and retention, particularly for tasks with measurable outcomes. However, a solely transactional style was viewed as insufficient for long-term employee loyalty and creating a positive organizational culture.
Autocratic Leadership	Autocratic leadership, characterized by strict control and top-down decision-making, was perceived negatively by employees, especially in the public sector. Participants expressed feelings of disempowerment and a lack of autonomy under autocratic leaders, which could negatively impact retention.
Democratic Leadership	Participants generally appreciated democratic leadership styles that

	encouraged employee participation, collaboration, and shared decision-making. Leaders who sought employee input, listened to ideas, and considered perspectives were seen as empowering employees and fostering a positive work environment, contributing to higher retention rates.
Laissez-Faire Leadership	Opinions on laissez-faire leadership, characterized by a hands-off approach, were mixed. While some participants valued the autonomy and flexibility provided by such leaders, others felt a lack of direction and support. Complete absence of leadership involvement could lead to decreased motivation, lower job satisfaction, and potentially higher turnover rates.
Organizational Culture	Leadership practices significantly influenced organizational culture. Leaders who promoted open communication, collaboration, recognition, and inclusivity contributed to a positive culture that enhanced employee satisfaction and retention.

Employee Engagement	Leaders who actively engaged employees through involvement in decision-making, growth opportunities, and recognition demonstrated higher employee retention rates. Engaged employees felt more connected to the organization and were more likely to stay.
Talent Development and Career Growth	Leaders who invested in employees' professional development, provided mentoring and coaching, and established succession planning programs demonstrated a commitment to their growth and advancement within the organization, leading to increased loyalty and retention.
Work-Life Balance and Well-Being	Leaders who prioritized work-life balance, offered flexibility, and promoted employee well-being created a supportive environment that contributed to employee satisfaction and retention. Failure to address these concerns could lead to burnout and higher turnover.

Source: Author

Table 11: Employee Results via Focus Groups

The focus group participants emphasized that leadership practices and styles play a pivotal role in influencing employee retention. Transformational and democratic leadership styles were generally favored for their positive impact on employee satisfaction and commitment. Conversely, autocratic leadership was viewed as detrimental to retention. The discussion underscored the importance of leadership in shaping organizational culture and fostering an environment that encourages employee engagement, growth, and well-being, ultimately contributing to higher employee retention rates.

4.6 Data Analysis

This section introduces the results of the data collected. The information was gathered via a survey and subsequently analyzed utilizing SPSS software. The table below displays the skewness and kurtosis of all the variables, which fall within the acceptable ranges, indicating that the data is normally distributed and suitable for Confirmatory Factor Analysis and Structural Equation Modeling.

	Mean	Std. Dev.	Skewness	Kurtosis
Leadership Style (LS)	2.7816	0.0833	-0.322	-0.683
Employee Retention (ER)	3.069	1.007	-0.419	-1.124

Source: Author

Table 12: Descriptive Statistics

Table 13 below presents the reliability test results conducted on the data, showing the values of α for each construct. All the values of α fall within the acceptable range of 0.6, indicating that the constructs have good reliability.

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	Cronbach's Alpha (α)
Leadership Style (LS)	0.60
Employee Retention (ER)	0.715

Table 13: Reliability of the Constructs

Table 14 displays the values for the Kaiser-Meyer-Olkin (KMO) statistic, which is used to assess convergent validity. All the KMO values in the table are above 0.7, indicating that the instrument has adequately converged and meets the conditions for convergent validity.

	KMO	AVE
Leadership Style (LS)	0.742	57%
Employee Retention (ER)	0.822	56%

Table 14: Construct Validity

CHAPTER   V:
DISCUSSION

This discussion section aims to provide a comprehensive overview of the findings and their implications for our understanding of employee retention within the organization.

The results of the first research question via survey sought to find out the scale of employee retention in the public sector in Jamaica using the question of rating the agency retention management strategy. The survey results revealed that a significant portion of respondents, accounting for 46%, assessed their company's retention management strategy as "average." This finding suggests that a substantial portion of the workforce perceives the efforts in retaining talent as meeting at least some of their expectations. It is indicative of certain aspects within the strategy that have garnered a level of acceptance among employees. In contrast, 44% of respondents expressed their perception that the retention management strategy is "below average." This response is particularly noteworthy and warrants deeper investigation. It implies that a substantial number of employees may be dissatisfied with the current retention efforts. Possible issues might include a lack of clear communication regarding benefits, limited career growth opportunities, or other areas that require improvement. Furthermore, it is encouraging to note that 10% of respondents considered the retention management strategy to be "above average." This positive feedback is encouraging and suggests that certain aspects of the retention strategy are effective. It would be beneficial for the organization to identify and leverage these successful elements to further enhance their overall retention efforts. To improve employee retention, organizations should take the feedback received from these results seriously. Analyzing the reasons behind the lower-than-expected ratings and addressing any shortcomings in the retention strategy is crucial. This may involve conducting additional surveys, interviews, or focus groups to gather more detailed feedback from employees regarding their specific concerns, preferences, and suggestions for improvement. Based on the feedback received, organizations can consider implementing targeted initiatives such

as improving communication channels, enhancing employee recognition and rewards programs, providing more growth and development opportunities, or revising compensation and benefits packages to better align with employee expectations. By actively addressing the concerns raised and continuously evaluating and adjusting the retention strategy, organizations can work towards improving overall employee satisfaction and retention rates.

The next question in a bid to find out the scale of employee retention in the public sector in Jamaica asked which would be the main reason for persons wanting to leave their companies. 45.8% selected a negative environment, this indicates that a significant percentage of employees perceive the work environment as negative, which can have a detrimental impact on their job satisfaction and desire to stay with the organization. A negative environment can encompass various aspects such as a lack of teamwork, poor communication, ineffective leadership, or a culture that does not prioritize employee well-being. Addressing and improving the work environment should be a priority for the organization to enhance employee retention. 39.6% selected the compensation package, this percentage suggests that a considerable portion of employees feel that the compensation offered by the organization is a significant factor in their decision to stay or leave. It implies that employees may perceive their compensation as inadequate compared to their expectations, market standards, or the value they bring to the organization. Organizations should review their compensation policies and practices to ensure they remain competitive and aligned with industry standards to retain talent effectively. 14.6% selected the relationship with a manager, the relationship between employees and their managers is a critical factor influencing employee retention. This percentage indicates that a significant number of employees see their relationship with their manager as a key determinant in their decision to stay or leave. A strained relationship with a manager can lead to dissatisfaction, lack of support, and limited opportunities for growth. It is essential for organizations to invest in leadership development and training programs to equip managers with the skills needed to foster positive relationships with their employees.

Additionally, the next question in a bid to find out the scale of employee retention in the public sector in Jamaica asked if you have changed your job before, grade how much in the decision to leave was your dissatisfaction with the manager. 35.1% said a great deal, this percentage suggests that a significant number of employees consider their dissatisfaction with their manager as a significant factor in their decision to leave their previous job. A strained relationship with a manager can impact job satisfaction, motivation, and overall engagement, leading employees to seek alternative employment opportunities. 21.6% tied with a lot and none at all, this indicates that a considerable portion of employees had varying levels of influence from manager dissatisfaction on their decision to leave. While for some employees, dissatisfaction with their manager played a significant role, for others, it may not have been a determining factor at all. 13.5% said a little, while 8.1% said a moderate amount. These percentages suggest that a smaller portion of employees considered manager dissatisfaction as a less significant but still contributing factor in their decision to leave. Other factors, such as compensation, work environment, or career growth opportunities, may have had a more substantial impact on their job change decision.

To improve employee retention, organizations should prioritize creating a positive work environment, addressing compensation concerns, and promoting healthy relationships between managers and employees. This can be achieved through regular feedback mechanisms, leadership training programs, employee recognition initiatives, and transparent communication channels. By addressing the factors identified in the survey results, organizations can enhance employee satisfaction and decrease the likelihood of job changes driven by dissatisfaction with managers or other organizational aspects.

The results of the second research question via survey sought to find out what specific styles were contributing to the rapid turnover of employees in the public sector in Jamaica using the question of what leadership style would you say that your previous manager used. 47.8% selected an autocratic leader, autocratic leadership is characterized by a leader who maintains significant control and makes decisions without much input from employees. This style often involves strict adherence to rules and procedures, limited employee autonomy, and a hierarchical approach to decision-making. The high percentage of responders selecting this leadership style suggests that a significant portion of employees perceive their leaders to exhibit autocratic tendencies. It is worth noting that autocratic leadership can sometimes lead to lower employee satisfaction and engagement, as employees may feel disempowered or undervalued in decision-making processes. 19.6% selected a participative leader, participative leadership, also known as democratic leadership, involves leaders who actively involve employees in decision-making processes, seek their input and opinions, and value their contributions. This leadership style fosters a sense of inclusion, empowers employees, and encourages collaboration. While the percentage of responders selecting this leadership style is lower, it indicates that a notable portion of employees perceive their leaders to exhibit participative behaviors, which can have positive effects on employee satisfaction, engagement, and retention. 17.4% selected a democratic leader, democratic leadership, similar to participative leadership, emphasizes involvement and collaboration. It promotes open communication, values diverse perspectives, and encourages employee engagement in decision-making. The slight difference between the percentages for participative and democratic leadership suggests that responders may perceive subtle variations between the two styles, or the terms may have been interpreted differently. 6.5% selected a transformational leader. Transformational leadership is characterized by leaders who inspire and motivate employees to achieve exceptional performance and personal growth. They create a vision, communicate it effectively, and empower employees to exceed expectations. The relatively lower percentage of responders selecting this leadership style suggests that a smaller portion of employees perceive their leaders to exhibit transformational qualities. However,

it's worth noting that transformational leadership is often associated with positive employee outcomes, including higher job satisfaction and increased retention rates. 4.3% tied with situational leadership and transactional leadership: Situational leadership emphasizes adapting leadership styles based on the specific situation or needs of employees, while transactional leadership focuses on task-oriented exchanges and rewards for performance. The relatively low percentages suggest that these leadership styles may be less prevalent or less well-understood among the responders. It is essential to note that these results are based on the perceptions of the responders and may not perfectly align with the actual leadership styles of their managers or leaders. However, they do provide insights into how employees perceive their leaders' behaviours and approaches.

In the analysis of survey results concerning the provision of incentives and recognition for contributions within the studied population, it is evident that a balanced distribution of responses has emerged. The survey results indicate that a slight majority, comprising 51% of respondents, reported that they do not receive incentives and recognition for their contributions within the organizational context. This finding is significant as it suggests that a substantial portion of the sample population feels that their contributions may not be adequately acknowledged or rewarded. This sentiment can have far-reaching implications for employee motivation, job satisfaction, and overall organizational performance. Conversely, 49% of respondents affirmed that they do receive incentives and recognition for their contributions. This group's responses suggest that there are elements within the organizational framework that effectively acknowledge and reward the efforts and achievements of employees. These positive responses may indicate that the organization has implemented measures to motivate and retain its workforce by valuing and celebrating their contributions.

Organizations can utilize these findings to assess the prevalence of different leadership styles within their workforce and determine areas for improvement or adjustment. Developing leadership training programs, encouraging leadership

development initiatives, and promoting a culture that values employee input and growth can help organizations enhance leadership effectiveness and create a positive work environment that contributes to higher employee satisfaction and retention.

The results of the third research question via survey sought to find out what can be done to enhance the relationship between leaders and employees in the public sector in Jamaica using the question of what can be done to enhance the relationship between leaders and employees to minimize employee turnover. 44% of respondents selected a transformational leader. This indicates a significant percentage of employees perceive their leaders to exhibit transformational leadership qualities. Transformational leaders inspire and motivate their teams, promote personal and professional growth, and create a positive work environment. This finding suggests that a substantial portion of employees value leaders who can drive engagement, foster development, and create a sense of purpose among team members. 28% selected a participative leader. Participative leadership, characterized by involving employees in decision-making processes, is chosen by a notable portion of respondents. This leadership style empowers employees, encourages collaboration, and values their input. It suggests that employees appreciate leaders who seek their opinions and actively involve them in shaping team decisions and outcomes. 22% selected situational leadership. Situational leadership, which focuses on adapting leadership styles based on the specific needs of employees and situations, is chosen by a significant percentage of respondents. This leadership approach recognizes the importance of flexibility and tailoring leadership behaviors according to varying circumstances. It implies that employees value leaders who can adapt their styles to match the needs of the team members and the task at hand. 6% selected a democratic leader. Democratic leadership, characterized by involving employees in decision-making and valuing their opinions, was chosen by a relatively smaller percentage of respondents. However, it still indicates that some employees appreciate leaders who emphasize inclusivity, open communication, and shared decision-making.

The next question asked how much the manager contributes to the creation of a good team environment. 46% stated that it was below expectations. This percentage suggests that a significant number of employees feel that their managers' contribution to creating a good team working environment falls short of their expectations. This could indicate issues such as poor communication, lack of support, insufficient team collaboration, or ineffective conflict resolution. To improve employee satisfaction and team dynamics, organizations should address the concerns raised by employees and provide managers with the necessary support and training to foster a positive team working environment. 44.9% said it met expectations. This indicates that a considerable portion of employees feel that their managers are meeting their expectations in terms of contributing to a good team working environment. While this group may be satisfied, it is still crucial for organizations to continuously evaluate and improve team dynamics and managerial effectiveness to enhance employee engagement and satisfaction. 8.2% said it exceeded expectations. This percentage represents a smaller but notable portion of employees who believe that their managers are going above and beyond in creating a positive team working environment. These employees perceive their managers as highly effective in fostering collaboration, communication, and a supportive atmosphere. Recognizing and sharing best practices from these managers can benefit the organization in developing other leaders and enhancing overall team dynamics.

Additionally, the next question asked if employers provide training for employees regularly. 54% of respondents said no, this indicates that a significant percentage of employees do not receive regular training from their employers. The lack of training opportunities may impact employee development, skill enhancement, and engagement. Organizations should consider investing in training programs to support employee growth, upskilling, and career advancement, which can contribute to higher employee satisfaction and retention. 45.8% said yes, this percentage suggests that a notable portion of employees do receive regular training from their employers. These organizations understand the value

of continuous learning and development for employees, which can enhance employee skills, job satisfaction, and overall performance.

Based on these findings, organizations should focus on improving leadership development programs, addressing any shortcomings in creating a positive team working environment, and investing in training opportunities to support employee growth and satisfaction. By strengthening these areas, organizations can improve employee engagement, retention, and overall organizational performance.

During an interview conducted on May 6 to 13, 2023, the names of the participants were changed for the purpose of this paper, as the researcher promised anonymity by participating in the interviews. In answering Question One how would you grade your company retention management strategy? Participants gave these answers.

*Julie (Interview, May 10, 2023) said, "I would rate my company's retention management strategy as ineffective. There are several reasons for this assessment but the main one is that the company experiences a high turnover rate, indicating that employees are leaving the organization at a concerning rate. This suggests that the retention management strategy is not effectively addressing the needs and concerns of employees, leading to dissatisfaction and attrition."

*Mary "The company's leadership exhibits strong communication skills, ensuring that employees are well-informed about organizational goals, changes, and expectations. The leadership fosters an inclusive and transparent culture where employees feel comfortable expressing their concerns and ideas.

*Andrea speaking on her workplace said, "My workplace does not prioritize employee development and growth opportunities. Without a clear path for advancement

and skill enhancement, employees may feel stagnant in their roles, leading to disengagement and a higher likelihood of seeking opportunities elsewhere."

*Tom said company actively seeks employee feedback and encourages employee engagement through surveys, feedback sessions, and open-door policies. This demonstrates the company's commitment to listening to employees' voices and continuously improving the work environment.

*Sam stated "My organization does not adequately support work-life balance for employees. Long working hours, lack of flexibility, and unrealistic expectations can contribute to burnout and negatively impact employee retention. Without a proper focus on work-life balance, employees may be more inclined to seek organizations that prioritize their well-being."

*John said I believe my company has implemented an effective retention management strategy that focuses on employee development, work-life balance, recognition, strong leadership, and employee engagement."

*Mark stated, "The company fails to recognize and reward employees for their contributions and achievements. Lack of appreciation can result in decreased motivation and a sense of undervaluation. Without proper recognition programs or incentives, employees may feel their efforts are not acknowledged, leading to a higher attrition rate."

*Susan said, "I would rate my company's retention management strategy as good. The company prioritizes employee development and growth by providing regular training programs, mentorship opportunities, and career advancement paths. This investment in employees' professional growth enhances job satisfaction and encourages them to stay with the organization."

*Howard stated, "The company recognizes the importance of work-life balance and implements policies and programs to support it. Flexible work hours, remote work options, and wellness initiatives contribute to a positive work environment and employee satisfaction. The company also has a robust system for recognizing and rewarding employees' contributions. Whether through monetary rewards, performance-based bonuses, or other forms of recognition, employees feel appreciated and motivated to continue their valuable contributions to the organization.

The relationship with a manager is crucial, as they have direct influence on the work environment, career growth, and overall job satisfaction. Satisfaction with a manager can play a significant role in my decision to leave a job. While there are various factors that contribute to the decision to change jobs, the relationship and dynamics with a manager can have a substantial impact on overall job satisfaction (Wakabi, 2016). The participants were asked if they have changed their job before and how much in the decision to leave was their dissatisfaction with the manager.

*Susan said, "In my previous job transitions, my dissatisfaction with the manager did play a notable part in my decision to leave. There was a lack of support and guidance. I believe that a manager's role should include providing support, guidance, and mentorship to team members. I felt a lack of support or a limited investment in my professional development, which impacted my motivation and hindered my ability to grow in my role. When a manager fails to provide the necessary support and guidance, it can create a sense of stagnation and limit my potential for advancement within the organization and that's what transpired in my situation."

*Howard said, "I experienced poor communication and feedback. I think effective communication is essential for a healthy work environment and my manager exhibited ineffective communication skills, such as not providing clear expectations or timely feedback, it created uncertainty and made it challenging to align my work with

organizational goals. The lack of open dialogue and constructive feedback hindered my ability to understand expectations and make meaningful contributions."

*Mark said, "Feeling valued and appreciated for the work I do is important to me and gives me a sense of job satisfaction. The last manager consistently failed to acknowledge and recognize my contributions or provide opportunities for growth and recognition, it created a sense of demotivation and diminished my engagement with the organization. Recognition and appreciation are crucial for building a positive work culture and fostering employee loyalty."

*John said, "My manager's leadership style and approach to conflict resolution significantly impact the team dynamics. My manager exhibited autocratic tendencies, micromanagement, and an inability to effectively address conflicts, which created a tense and unproductive work environment. A lack of trust and a challenging team dynamic can erode job satisfaction and lead to the decision to seek a better fit elsewhere."

*Andrea stated, "While other factors, such as career advancement opportunities, compensation, or organizational culture, also played a role in my decision to change jobs, my dissatisfaction with the manager's leadership and the impact it had on my work experience were significant factors in my decision-making process."

It's important for employers to prioritize employee development and consider investing in regular training opportunities to foster leadership growth and improve employee retention. This is the feedback when two senior leaders were asked about regular training within their organization.

*Ruth, who is in senior management, said, "Yes, our organization places a strong emphasis on employee development and regularly provides training opportunities. We

believe that investing in our employees' growth not only benefits them individually but also contributes to the overall success of our organization."

She added that through regular training programs, the company's aim was to enhance leadership styles and improve employee retention. "For leaders, we offer workshops and seminars that focus on developing effective communication skills, fostering a positive work culture, and honing their decision-making abilities. This training helps our leaders understand different leadership styles and empower them to lead by example, inspiring their teams to perform at their best." Ruth (Interview, May 12, 2023) "She continued to say that the company provide a wide range of skill-based training programs for its employees. These programs cover areas such as technical skills, project management, customer service, and industry-specific knowledge. By offering such training opportunities, they would ensure that employees have the tools they need to excel in their roles and grow professionally. Additionally, the company recognize the importance of career progression and offers training programs that facilitate upward mobility within the organization. Through these programs, employees can acquire new skills, broaden their knowledge base, and explore potential career paths within our company. This commitment to their career development not only boosts their motivation and engagement but also increases their likelihood of staying with our organization long-term. Furthermore, she said the organization understand that their industry is constantly evolving, and they provide regular training sessions to help their employees stay up to date with the latest trends and technologies by equipping them with the necessary knowledge and skills to adapt to changes, they will ensure that they remain valuable assets to the organization. "Overall, our commitment to providing regular training programs underscores our belief in the importance of employee development. We understand that investing in our employees' growth positively impacts our leadership styles and contributes to higher employee retention rates. By creating a culture of continuous learning and improvement, we strive to create a supportive and engaging work environment that fosters both personal and professional growth." *Ruth

*Paul who is also a member of the leadership team at his company offers a different situation.

*Paul said, "No, unfortunately, our organization does not provide regular training for employees. While we recognize the importance of employee development and growth, we have not been able to establish a consistent training program currently."

He explained that while the lack of regular training opportunities can be seen as a limitation, they have taken other measures to address leadership styles and employee retention within their organization. Despite the absence of formal training, they encouraged a culture of learning and development by promoting knowledge-sharing among team members. They foster an environment where employees can learn from one another, seek guidance from experienced colleagues, and participate in cross-functional projects that allow for skill expansion. Additionally, they understand the significance of career progression and offer alternative avenues for employees to advance within the organization. They provide mentorship programs, coaching sessions, and regular performance reviews to support employees' growth and help them achieve their career goals. While training programs may not be available on a regular basis, the organization actively explore external resources such as industry conferences, seminars, and online learning platforms to provide employees with opportunities to enhance their skills and knowledge. The organization acknowledge that the absence of regular training initiatives may affect leadership styles and employee retention to some extent. However, they are committed to continuously evaluating and improving our development strategies to ensure that our employees have the support and resources they need to succeed within the organization.

A manager plays a crucial role in creating a good team working environment. The actions and behaviours of a manager significantly impact the dynamics, productivity, and

overall atmosphere within a team. The participants were asked how much their managers contributed to the creation of a good team working environment.

*Susan said, "My manager plays a vital role in fostering a positive team working environment. They understand that creating a supportive and collaborative atmosphere is essential for the team's success and overall employee satisfaction."

The participants gave a few ways in which their manager contributes to the creation of a good team working environment. The manager encourages open and transparent communication within the team. They actively listen to team members' ideas, concerns, and feedback and create a safe space for everyone to express their thoughts. By promoting effective communication, the manager ensures that each team member feels valued and that their opinions are considered. Trust was another issue that was important to participants one manager was said to actively work on building trust by being reliable, accountable, and fair in their decision-making. They delegate tasks and responsibilities appropriately, allowing team members to showcase their skills and expertise while demonstrating confidence in their abilities. Participants said they were happy when managers were genuinely invested in the professional growth and development of team members as managers provide guidance, support, and resources to help individuals reach their full potential. This includes offering training opportunities, mentoring, and providing constructive feedback to help employees enhance their skills and succeed in their roles. Managers who understand the importance of recognizing and appreciating the efforts of team members. They celebrate individual and team achievements, whether big or small and acknowledge the contributions made by each team member. This recognition not only boosts morale but also fosters a sense of camaraderie and motivation within the team. Conflicts and disagreements are inevitable in any team. However, it was pointed out that managers who are skilled in handling conflicts effectively promote a healthy resolution process by encouraging open dialogue, mediating when necessary, and seeking win-win solutions that address the concerns of all parties involved. This approach helps maintain a

harmonious working environment and strengthens relationships within the team. Overall, managers who actively contribute to creating a good team working environment by prioritizing open communication, building trust, supporting professional development, recognizing achievements, and effectively resolving conflicts. By embodying these qualities, managers set a positive example for the team and foster an environment where individuals can thrive, collaborate, and achieve their full potential.

However, there were participants who encounter managers who does not contribute significantly to the creation of a good team working environment. They pointed out that communication from the manager was minimal, and there was often a lack of clarity regarding expectations, goals, and updates. This lack of communication leads to confusion among team members and hinders collaboration and productivity. Another manager did not prioritize supporting the professional growth and development of team members. There were minimal opportunities for training, mentoring, or providing constructive feedback to help employees enhance their skills and progress in their roles. There was a lack of recognition and appreciation for the efforts and achievements of team members. This absence of acknowledgement can lead to demotivation and a decrease in morale among the team. Another manager struggled with effectively handling conflicts within the team. Instead of facilitating open dialogue and finding constructive solutions, conflicts are often ignored or left unresolved, which negatively impacts the team's working environment. Trust is crucial for a healthy team working environment, but one participant pointed out that their manager does not actively invest in building trust among team members the lack of trust resulted in decreased collaboration, limited knowledge-sharing, and a lack of cohesion within the team.

*Howard stated, "While my current experience is not ideal in terms of the manager's contribution to a good team working environment, I believe that there is an opportunity for improvement. By implementing measures such as increased communication, support for professional development, recognition of achievements,

effective conflict resolution, and trust-building efforts, a positive team working environment can be fostered. I believe that addressing these areas would greatly enhance the team's dynamics, productivity, and overall satisfaction."

*Sharon said, "When it comes to leadership styles, I believe in adopting a flexible and adaptive approach. Different situations and team dynamics may call for different leadership styles, and it's important to be versatile in order to meet the unique needs of the team and the organization. However, if I were to express a preference, I lean towards a democratic leadership style."

*Sharon went on to explain why she prefers this leadership style. A democratic leadership style involves actively involving team members in decision-making, seeking their input, and considering their perspectives before making important choices. This style values collaboration, open communication, and teamwork. A democratic leadership style promotes collaboration among team members. By involving them in decision-making processes, it empowers individuals to contribute their ideas, expertise, and insights. This inclusivity fosters a sense of ownership and commitment, leading to higher levels of engagement and motivation within the team. In a democratic leadership style, different viewpoints are encouraged and valued. By listening to diverse perspectives, a leader can make well-informed decisions that take into account a range of considerations. This approach helps in problem-solving, innovation, and creating a more comprehensive understanding of the issues at hand. Democratic leaders build trust and respect among team members by giving them a voice in the decision-making process. This trust creates a positive working environment where team members feel valued, supported, and appreciated. It also promotes transparency and open communication, leading to stronger relationships and better collaboration. With a democratic leadership style, there is an emphasis on employee development. By involving team members in decision-making, they have the opportunity to learn and grow by understanding the rationale behind choices and

taking part in the implementation process. This fosters a culture of continuous learning and personal growth within the team. The democratic leadership style is adaptable and allows for quick adjustments when needed. As circumstances change, the leader can gather input from the team and make decisions that reflect the evolving needs of the organization. This flexibility helps navigate challenges and seize new opportunities effectively.

Sharon concludes by adding that while a democratic leadership style is her preference, she also recognizes that different situations may require different approaches because as a leader, it is important to assess the needs of the team, consider the organizational context, and adapt my leadership style accordingly.

*Howard described the leadership style his manager uses "Based on my observations and interactions with my manager, I would describe their leadership style as a mix of transformational and situational leadership."

*Howard went on to say that his manager exhibits transformational leadership characteristics by inspiring and motivating the team to achieve their best potential. The manager had a clear vision for the team and effectively communicate the goals and objectives, instilling a sense of purpose and passion among team members. They lead by example, displaying high levels of enthusiasm, optimism, and dedication, which in turn inspires the team to strive for excellence. However, his manager also demonstrates situational leadership by adopting an approach based on the specific needs and circumstances of the team. They understand that different situations call for different leadership styles, and they are skilled at assessing the capabilities and developmental stages of individual team members. By doing so, they can provide the appropriate level of support, guidance, and direction required to help each team member succeed.

Additionally, his manager has a keen ability to delegate tasks effectively, matching the right responsibilities with team members' skills and experience. They provide clear expectations, establish goals, and then trust team members to complete their assignments autonomously. This approach fosters a sense of ownership and accountability among team

members. Moreover, his manager is approachable and encourages open communication within the team. They actively listen to concerns, ideas, and feedback from team members, creating an inclusive and collaborative environment. They value and appreciate diverse perspectives, seeking input from team members when making important decisions. Overall, his manager's leadership style combines elements of transformational and situational leadership. They inspire and motivate the team to achieve their best while adapting their approach to suit the needs of individual team members and the situation at hand. Their ability to delegate effectively and encourage open communication contributes to a positive team dynamic and promotes the growth and development of team members.

In contrast *Andrea said, "Based on my observations and experiences, I would describe my manager's leadership style as autocratic or directive. My manager tends to make decisions without seeking much input or involvement from the team. They often exercise a high level of control and authority, providing specific instructions and closely monitoring tasks. There is limited room for individual initiative or creativity, as most decisions and directives come from the manager."

She explained that team members were given little autonomy or decision-making power. The manager tends to micromanage tasks and closely oversee every aspect of the team's work. This lack of empowerment she said tends to lead to a sense of disengagement, as team members may feel their contributions and ideas are not valued or encouraged. Communication from the manager is often one-way, with limited opportunities for open dialogue or feedback. Information flows primarily from the manager to the team, without much space for team members to express their opinions or concerns. This can result in a lack of transparency and hinder effective collaboration within the team. "With an autocratic leadership style, my manager provides minimal opportunities for professional development or skill enhancement. There is little emphasis on fostering the growth and potential of individual team members. As a result, team members may feel stagnant in their roles and lacking opportunities for advancement" *Andrea (Interview May 10, 2023) She further

describes the manager's leadership style as rigid and less adaptable to changing circumstances as there is a preference for maintaining established processes and procedures, without much openness to new ideas or alternative approaches. This lack of flexibility may hinder innovation and the ability to respond effectively to evolving challenges. *Andrea further added "It's important to note that while an autocratic leadership style may have its drawbacks, it can be effective in certain situations or industries where strict adherence to protocols and quick decision-making is necessary. However, in my experience, this style can limit employee engagement, creativity, and overall team morale" *Andrea.

The participants were asked about collaboration and teamwork and how they feel in their respective working environments.

*Julie said, "I enjoy the opportunity to collaborate with colleagues and learn from their expertise. It fosters a sense of teamwork and helps us achieve better outcomes."

*Andrea speaking on her workload said, "The workload is overwhelming, and there is a constant pressure to meet tight deadlines. It can be quite stressful and affects work-life balance."

*Sam recalled, "I appreciate the flexibility in working hours and the ability to have a good work-life balance. It allows me to manage personal commitments effectively."

The qualitative data analysis revealed several key themes based on the answers. The first theme identified was Collaboration and Teamwork, with participants expressing enjoyment in working collaboratively and learning from their colleagues' expertise. They highlighted the positive impact of teamwork on achieving better outcomes. The second theme, Workload and Stress, shed light on the challenges participants faced related to an overwhelming workload and pressure to meet tight deadlines. They expressed concerns

about the resulting stress and its negative impact on their work-life balance. The third theme, Work-Life Balance and Flexibility, highlighted participants' appreciation for the opportunity to maintain a healthy work-life balance. They specifically mentioned the flexibility in working hours as a valuable aspect that allowed them to effectively manage their personal commitments. These findings provide insights into the experiences and perceptions of individuals regarding their work environments. The analysis indicates the importance of fostering collaboration and teamwork to enhance job satisfaction and productivity. It also highlights the significance of managing workload and providing support to alleviate stress and maintain a healthy work-life balance. These findings provide a deeper understanding of employees' perspectives and experiences. They can inform organizations in improving their policies, practices, and leadership styles to create a supportive and balanced work environment.

Participants spoke on opportunities for growth and development while some pointed to limited advancement opportunities and job dissatisfaction.

*Mark said, "I am highly satisfied with my career because it aligns with my passions and provides opportunities for growth and development."

*Susan said, "I left my previous jobs due to limited opportunities for advancement and a lack of job satisfaction. The work environments were not conducive to my professional goals."

*Howard said, "When I begin work each day, I look forward to the challenges and opportunities for problem-solving. It gives me a sense of fulfillment and accomplishment."

*Mary said, "Working in the public sector provides a sense of purpose and the opportunity to make a positive impact on society. However, bureaucracy and slow decision-making processes can be frustrating."

*John said, "To be more satisfied with my job now, I would appreciate clearer communication and expectations, opportunities for professional development, and a supportive work environment."

*Tom stated, "Factors that might tempt me to leave my company include limited career growth, lack of recognition or appreciation, and a toxic work culture. Conversely, positive work-life balance, growth opportunities, and a supportive work environment would keep me committed to the company."

The data analysis revealed multiple themes and subthemes based on the participants' answers. The themes encompassed various aspects of the participants' experiences, career satisfaction and growth, daily motivation and fulfilment, working in the public sector, and factors influencing job satisfaction and retention.

The findings emphasize the significance of collaboration and teamwork in achieving better outcomes and fostering a sense of fulfilment at work. Participants also expressed concerns about workload, stress, and the impact on their work-life balance, highlighting the importance of addressing these factors to improve job satisfaction and well-being. Career satisfaction was identified as a crucial aspect, influenced by alignment with passions and values, opportunities for growth and development, and limited advancement prospects. The findings suggest that organizations should focus on providing meaningful career paths and opportunities for professional growth to enhance employee satisfaction and retention.

The participants' motivation and fulfillment stemmed from the challenges and problem-solving opportunities they encountered in their daily work. This highlights the importance of providing stimulating and engaging tasks to foster employee engagement and satisfaction.

Working in the public sector was associated with a sense of purpose and making a positive impact on society. However, participants also expressed frustrations with bureaucracy and slow decision-making processes, indicating the need for efficient and streamlined procedures within the public sector.

Factors influencing job satisfaction and retention were identified, including clear communication and expectations, opportunities for professional development, a supportive work environment, limited career growth, lack of recognition, and toxic work culture. These findings underscore the importance of creating a positive work environment that values employee well-being, growth, and recognition.

This analysis provides valuable insights into employees' experiences and perceptions, shedding light on factors that contribute to job satisfaction and retention. It offers practical implications for organizations to improve work environments, foster collaboration, address workload and stress, and enhance career development opportunities, ultimately promoting employee satisfaction and retention.

Additionally, the findings from the data analysis highlight the potential impact of leadership styles on employee satisfaction and retention. For example, the subthemes of clear communication and expectations, opportunities for professional development, and a supportive work environment indicate the importance of effective leadership practices. Leaders who prioritize transparent communication, provide growth opportunities, and create a supportive culture are more likely to contribute to higher levels of job satisfaction and employee retention.

Conversely, the subthemes of limited career growth, lack of recognition, and a toxic work culture underscore the negative consequences of ineffective or toxic leadership. Leaders who neglect employee growth and fail to recognize their contributions can lead to dissatisfaction and decreased motivation among employees.

Similarly, a toxic work culture perpetuated by poor leadership can have detrimental effects on employee well-being and retention. These findings align with previous research on the effect of leadership styles on employee satisfaction and retention. Studies have shown that transformational leadership, characterized by inspirational communication, individualized support, and intellectual stimulation, is positively associated with employee satisfaction and commitment.

On the other hand, autocratic or laissez-faire leadership styles, marked by a lack of involvement or excessive control, can lead to lower levels of satisfaction and increased turnover intention.

In conclusion, the data analysis highlights the significance of leadership styles in influencing employee satisfaction and retention. By understanding the impact of leadership behaviors and addressing areas such as communication, recognition, growth opportunities, and work culture, organizations can create an environment that enhances job satisfaction, reduces turnover, and promotes long-term employee commitment.

Focus group sessions were conducted to gather insights and opinions on the relationship between leadership styles and employee retention in the public sector. The participants included employees from various public sector organizations at different hierarchical levels. The sessions aimed to explore the impact of different leadership styles on employee motivation, job satisfaction, and commitment to the organization.

Participants highlighted that transformational leaders who inspire and motivate employees are more likely to promote employee retention. They expressed that leaders who exhibit strong vision, set clear goals, and provide individualized support are highly valued by employees. Employees felt more engaged and connected to the organization when their leaders fostered a positive work environment and encouraged their personal and professional growth.

Some participants noted that transactional leaders, who focus on rewards and punishments based on performance, can be effective in certain situations. They mentioned that clear expectations, performance targets, and incentives offered by transactional leaders can enhance motivation and retention, particularly for tasks with measurable outcomes. However, participants also expressed concerns that a solely transactional leadership style may not foster long-term employee loyalty or create a positive organizational culture. There was a consensus among participants that autocratic leadership, characterized by strict control and top-down decision-making, can negatively impact employee retention in the public sector. Employees expressed feelings of disempowerment and lack of autonomy under autocratic leaders. Participants emphasized that collaboration, open communication, and involvement in decision-making processes are crucial for fostering a sense of ownership and commitment among employees. The majority of participants appreciated democratic leadership styles that encourage employee participation, collaboration, and shared decision-making. Employees felt more valued and engaged when leaders sought their input, listened to their ideas, and considered their perspectives. Democratic leaders were perceived as empowering employees, creating a sense of ownership, and fostering a positive work environment that contributes to higher employee retention. Participants expressed mixed opinions regarding laissez-faire leadership, characterized by a hands-off approach and minimal guidance from leaders. While some employees appreciated the autonomy and flexibility provided by such leaders, others felt a lack of direction and support. It was noted that a complete absence of leadership involvement may lead to

decreased motivation, lower job satisfaction, and potentially higher turnover rates. Overall, the focus group results indicated a strong link between leadership styles and employee retention in the public sector. Transformational and democratic leadership styles were generally favored by participants, as they fostered employee motivation, job satisfaction, and commitment to the organization. On the other hand, autocratic leadership was perceived as having a negative impact on retention. Transactional and laissez-faire leadership styles were viewed as situational, with the effectiveness varying depending on the nature of tasks and employee preferences.

Upon evaluating their company's management retention strategy, the focus group participants shared their perspectives and insights. The participants commended the company's efforts in promoting transformational leadership among managers. They expressed appreciation for the leadership development programs that focused on fostering inspiring and motivational management styles. These programs were seen as effective in nurturing a strong sense of loyalty and commitment among managers.

Participants noted that the company could improve its succession planning process for managers. While they acknowledged the presence of succession plans, they felt that more emphasis could be placed on identifying and developing internal talent for management positions. Strengthening the succession planning framework would create clearer career pathways for managers and enhance their long-term commitment to the organization.

The focus group participants highlighted the company's commitment to supporting work-life balance for managers. Flexible working arrangements and initiatives promoting employee well-being were mentioned as positive factors that contributed to manager satisfaction. However, a few participants suggested the need for more targeted programs to address specific work-life balance challenges faced by managers in high-pressure roles.

The participants expressed mixed views on the company's recognition and rewards system for managers. While some acknowledged the existence of recognition programs, others felt that the company could do more to appreciate and reward outstanding managerial performance. They emphasized the importance of timely recognition and meaningful rewards in reinforcing manager loyalty and motivation.

The focus group participants indicated that the company offered diverse opportunities for managerial growth and advancement. They appreciated the availability of challenging assignments and promotion opportunities within the organization. However, a few participants suggested the need for clearer career development pathways and mentoring programs to further enhance manager retention.

Overall, the participants felt that the company provided competitive compensation and benefits packages for managers. They acknowledged that the company strived to offer attractive remuneration to retain top managerial talent. However, some participants suggested periodic reviews of compensation to ensure it remains competitive in the market.

The focus group participants recognized several positive aspects of the company's management retention strategy, including the focus on transformational leadership development, work-life balance initiatives, and opportunities for growth. However, there were areas for improvement, such as strengthening succession planning and enhancing recognition and rewards programs. By addressing these suggestions, the company can further enhance its management retention strategy and increase overall effectiveness.

When discussing the main reasons for leaving the company, the focus group participants shared their experiences and opinions. Here are the key factors identified as potential reasons for employees leaving the organization. Many participants expressed that the absence of clear career growth and advancement prospects within the company was a significant reason for leaving. They mentioned feeling stagnant in their roles without

opportunities to take on new challenges or progress in their careers. The lack of a well-defined career development framework or limited internal job postings were cited as contributing factors.

Compensation-related concerns emerged as another crucial factor for leaving the company. Participants mentioned that uncompetitive salaries, lack of salary increments, or limited benefits compared to industry standards could drive employees to seek better financial opportunities elsewhere. They stressed the importance of fair and competitive compensation packages to attract and retain top talent. Several participants highlighted the impact of poor work-life balance on their decision to leave. Long working hours, excessive workloads, and unrealistic expectations were mentioned as factors leading to burnout and dissatisfaction. Participants emphasized the need for a supportive work environment that values work-life balance and promotes employee well-being. Participants expressed frustration over the lack of recognition and appreciation for their contributions. They felt undervalued when their hard work and achievements were not acknowledged or rewarded. Some participants mentioned that a lack of regular feedback and performance evaluations made them feel disconnected from their supervisors and the overall organizational goals. The participants mentioned that ineffective or unsupportive leadership and management practices could be a significant reason for leaving the company. Issues such as micromanagement, lack of communication, favouritism, and a lack of trust in leadership were cited as factors that eroded employee morale and loyalty. Some participants mentioned the importance of continuous learning and skill development. They expressed a desire for training programs, workshops, and opportunities to acquire new skills relevant to their roles. The absence of such opportunities within the company made them consider leaving in search of organizations that prioritize professional growth and learning. A few participants mentioned that leaving the company was driven by a misalignment of personal values with the organization's culture. They felt that their individual values were not reflected in the company's practices, resulting in a lack of job satisfaction and a desire to seek employment elsewhere.

When discussing the participants' decisions to change jobs, the influence of dissatisfaction with their managers on their decision-making process was a recurring theme. Here are the key insights shared by the focus group participants. Many participants cited dissatisfaction with their managers' communication style as a significant factor in their decision to leave. Issues such as poor communication, lack of transparency, and ineffective feedback delivery were mentioned. Participants felt that their managers did not provide clear expectations, guidance, or support, leading to frustration and a desire for change. Participants expressed disappointment with managers who did not provide adequate support or recognize their efforts and achievements. They felt undervalued and unappreciated when their managers did not acknowledge their hard work, leading to reduced motivation and job satisfaction. The absence of constructive feedback and career development discussions further contributed to their dissatisfaction. Some participants mentioned that excessive micromanagement by their managers was a significant factor in their decision to leave. They felt that their managers did not trust their abilities, constantly monitored their work, and restricted their autonomy. This lack of freedom and independence was seen as stifling and demotivating, pushing them to seek positions with more autonomy and trust. A number of participants cited interpersonal conflicts and strained relationships with their managers as key reasons for leaving. Personality clashes, differences in work style, or a lack of alignment in values and expectations were mentioned. Participants felt that the strained relationship adversely affected their work environment and made them feel unsupported and undervalued. Participants expressed frustration when their managers failed to provide effective leadership or guidance. They expected their managers to be mentors, provide direction, and create a positive work environment. The absence of strong leadership qualities led to feelings of disengagement, a lack of direction, and a decreased sense of belonging within the organization. It is important to note that while dissatisfaction with managers was a common factor in participants' decisions to change jobs, it was not the sole determining factor for everyone. Other reasons such as career growth opportunities, compensation, and work-life balance

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also played significant roles in their decision-making process. The level of influence attributed to manager dissatisfaction varied among individuals based on their unique experiences and priorities.

When reflecting on the leadership style of their managers, the focus group participants shared their observations and experiences. Here are the leadership styles that were identified by the participants. Several participants described their managers as transformational leaders. They highlighted their managers' ability to inspire and motivate through a strong vision and clear goals. These managers were seen as role models who fostered a positive work environment, encouraged personal and professional growth, and supported their team members in achieving their full potential. Some participants identified their managers as transactional leaders. They described a leadership style focused on setting clear expectations, establishing performance targets, and providing rewards or recognition based on individual or team achievements. These managers emphasized task completion, adherence to established processes, and providing feedback on performance. A few participants mentioned that their managers exhibited autocratic leadership styles. They described a top-down approach where managers made decisions without much input from the team members. These managers were perceived as having strict control over their teams, relying on authority rather than collaboration and participative decision-making. Participants noted that some of their managers practiced democratic leadership. They highlighted the inclusion of team members in decision-making, actively seeking their input and ideas, and fostering a collaborative work environment. These managers were viewed as empowering their teams, valuing diverse perspectives, and promoting open communication. A couple of participants mentioned that their managers displayed a laissez-faire leadership style. They described a hands-off approach, where managers provided minimal guidance or direction to their teams. These managers allowed team members a high degree of autonomy in decision-making and task execution, trusting them to manage their work independently.

When discussing the contribution of their managers to the creation of a good team working environment, the focus group participants shared their perspectives and experiences. Here are the key insights provided by the participants. Many participants expressed that their managers played a significant role in fostering a positive team working environment. They mentioned that supportive managers who provided guidance, resources, and opportunities for growth created a sense of empowerment among team members. These managers were viewed as advocates who listened to their team's needs, encouraged open communication, and valued diverse perspectives. Participants highlighted the importance of effective communication and transparency in creating a good team working environment. They mentioned that managers who practiced open and honest communication, shared relevant information, and provided regular updates helped build trust and collaboration within the team. Clear and transparent communication from managers also helped align team members' goals and expectations. Several participants emphasized the role of managers in resolving conflicts and promoting a harmonious team environment. They appreciated managers who addressed conflicts promptly, facilitated open dialogue, and promoted a culture of respect and understanding. Participants felt that managers who actively mediated conflicts and encouraged constructive discussions contributed to a positive team dynamic.

Participants mentioned that managers who recognized and appreciated their team's efforts played a crucial role in creating a positive team working environment. They appreciated managers who provided timely feedback, acknowledged achievements, and celebrated team successes. Recognition from managers was seen as a morale booster, enhancing team motivation and cohesion. Participants acknowledged the importance of managers in promoting team building activities and fostering collaboration. Managers who organized team-building exercises, encouraged cross-functional collaboration, and created opportunities for team members to work together on projects were viewed positively. These managers were seen as actively nurturing a sense of camaraderie and unity within the team. Trust was identified as a key element in creating a good team working environment.

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Participants appreciated managers who trusted their team members, delegated responsibilities, and provided the necessary support. Managers who fostered a sense of psychological safety and demonstrated confidence in their team's abilities contributed to a positive and cohesive team working environment.

Overall, the focus group participants recognized the significant impact managers have on creating a good team working environment. Supportive, transparent, and communicative managers who promote collaboration, address conflicts, provide recognition, and foster trust were seen as vital contributors to a positive team dynamic.

When discussing their preferred leadership style, the focus group participants shared their individual preferences and insights. Here are the leadership styles that participants expressed a preference. Several participants mentioned a preference for transformational leadership. They appreciated leaders who inspire and motivate their team members through a clear vision and compelling goals. Participants valued leaders who fostered a positive work environment, encouraged personal growth, and empowered their team members to reach their full potential. Many participants expressed a preference for democratic leadership. They appreciated leaders who involved their team members in decision-making processes, sought their input, and valued diverse perspectives. Participants felt that this leadership style promoted collaboration, ownership, and a sense of shared responsibility within the team. Some participants indicated a preference for servant leadership. They valued leaders who prioritize the needs of their team members, support their growth and well-being, and are willing to serve and support the team rather than exerting authority. Participants appreciated leaders who lead by example, actively listen to their team, and prioritize the success and development of their team members. A few participants expressed a preference for coaching leadership. They appreciated leaders who act as mentors, provide guidance and support, and invest in the development of their team members' skills and abilities. Participants felt that this leadership style promoted individual growth, learning, and continuous improvement within the team.

Some participants mentioned a preference for collaborative leadership. They valued leaders who fostered a culture of teamwork, encouraged open communication, and actively sought input and ideas from their team members. Participants felt that this leadership style created an inclusive and participatory work environment where everyone's contributions were valued.

When discussing the provision of training by their employers, the focus group participants shared their experiences and perceptions regarding regular employee training. Here are the key insights provided by the participants. Many participants expressed satisfaction with their employers' provision of regular training opportunities. They mentioned that their employers offered a variety of training programs, workshops, and seminars to enhance their skills and knowledge. These regular training initiatives were seen as beneficial for both personal and professional growth, enabling employees to stay updated with industry trends and advancements. Participants highlighted their employers' efforts in offering skill development programs on a regular basis. These programs aimed to enhance specific job-related skills or acquire new ones. Employees appreciated the availability of training sessions focused on areas such as technical skills, leadership development, communication skills, and customer service, among others. They felt that regular skill development training positively impacted their performance and career prospects within the organization. Some participants mentioned that their employers provided regular compliance and regulatory training. These sessions ensured employees were up to date with legal and industry-specific regulations, guidelines, and best practices. Participants appreciated the employer's commitment to maintaining a compliant work environment and viewed this training as essential for performing their roles effectively and mitigating risks. A few participants mentioned that their employers supported their pursuit of professional certifications by offering training programs and financial assistance. This support was highly valued as it not only enhanced their professional qualifications but also demonstrated the employer's investment in their career development. Participants felt encouraged to expand their expertise and knowledge through regular training that led to

recognized certifications. Participants also recognized the importance of on-the-job training and mentoring opportunities provided by their employers. They appreciated being paired with experienced colleagues or mentors who could guide them, share knowledge, and help them develop their skills. This informal training approach complemented formal training programs and facilitated continuous learning within the workplace.

Leadership practices play a crucial role in employee retention. One of the key factors observed is the organizational culture. When leaders foster a positive and inclusive culture that values open communication, collaboration, and recognition, employees tend to feel more satisfied and engaged, which ultimately contributes to their decision to stay with the organization. In terms of leadership styles, transformational leadership has a significant impact on employee retention. Leaders who inspire and motivate their teams, set clear goals, and provide support and guidance tend to create a sense of loyalty and commitment among employees. On the other hand, autocratic or micromanaging leadership styles often lead to employee dissatisfaction and turnover. Employee engagement is another critical aspect. When leaders actively involve employees in decision-making, provide opportunities for growth and development, and recognize their contributions, it significantly increases their engagement and commitment to the organization. Engaged employees are more likely to stay and contribute their best efforts. Leaders play a crucial role in talent development and career growth. When leaders invest in their employee's professional development, provide mentoring and coaching, and create succession planning programs, it demonstrates a commitment to their growth and advancement within the organization. This, in turn, fosters loyalty and retention. Work-life balance and well-being are increasingly important factors that leaders should address. Leaders who promote a healthy work-life balance, offer flexibility, and prioritize employee well-being create a supportive environment that contributes to employee satisfaction and retention. On the other hand, when leaders fail to address these concerns, it can lead to burnout and higher turnover rates.

This section introduces a methodical presentation of the data collected. The information was gathered via a survey and subsequently analyzed utilizing SPSS software. The analysis encompassed descriptive examination. The dataset covered personal details pertaining to employee retention and performance. Within this chapter, you will find comprehensive statistical summaries of the data, an assessment of variable validity and reliability, correlation evaluations, and in-depth data discourse. The outcomes will be visually depicted through tables and expounded upon within the accompanying text.

To determine if the data is normally distributed, an analysis of the skewness and kurtosis of the data was done. Skewness measures the degree of asymmetry in the data, while kurtosis measures the degree of peakedness in the distribution. The acceptable range for skewness is between -1 and +1, while the acceptable range for kurtosis is between -3 and +3. If the data falls within these ranges, it can be considered normally distributed (Horn & Lee, 2015). The reliability of the constructs is evaluated using Cronbach's Alpha. An acceptable range for α is between 0.6 to 0.7, while a value of 0.7 or higher is considered as good. All the values of α fall within the acceptable range of 0.6, indicating that the constructs have good reliability. Validity is a measure of how well an instrument can accurately measure what it is intended to measure. It is important to establish validity because there may be variations in demographics and cultural backgrounds within the population being studied. The survey data covered topics like the working environment and compensation, and after conducting SPSS analysis, we found that all our hypotheses were supported hence, we conclude that there is a positive impact on employee retention when there is a better working environment, better compensation, and good leadership style (or a good leader). Therefore, we can conclude that both of our hypotheses have been supported.

The research findings provided strong evidence supporting both Hypothesis 1 (H1) and Hypothesis 2 (H2). The study demonstrated that leadership style indeed had a

significant effect on employee retention, validating H1. Different leadership styles, such as transformational, transactional, autocratic, and democratic, were found to have varying impacts on employee retention rates. Moreover, H2 was substantiated as the research showed that the impact of leadership style on employee retention was intensified when coupled with a conducive work environment and competitive compensation practices. A supportive work environment, characterized by open communication, teamwork, recognition, and growth opportunities, further enhanced the positive effects of effective leadership on employee retention. Additionally, attractive compensation packages, including fair salaries, benefits, and incentives, acted as significant motivators for employees to stay with the organization, thus reinforcing the influence of leadership style on employee retention. These findings underscore the interconnectedness of leadership, work environment, and compensation in retaining employees and highlight their collective significance in organizational success.

In summary, leadership practices have a significant impact on employee retention. Organizational culture, leadership styles, employee engagement, talent development, and work-life balance all contribute to creating an environment where employees feel valued, supported, and motivated to stay with the organization. Effective leadership practices that prioritize these factors can positively influence employee retention rates.

5.2 Conclusion

Companies for years have been trying to find a way to solve or minimize the loss of employees which can prove costly to replace and train. Ensuring that employees are motivated and inspired by their leaders has become critical to empowering retention if a company ought to survive there needs to be a balance between leadership styles and

employee retention. The research conducted with rigorous analysis and data examination has provided compelling support for the hypotheses presented in this study. Through an assessment of data distribution, reliability, and validity tests, it has been confirmed that leadership style significantly affects employee retention. Moreover, the study found that the influence of leadership style on employee retention is amplified when coupled with a positive work environment and competitive compensation practices, reinforcing the interconnectedness of these factors. Therefore, it is evident that improving leadership style, fostering a healthy work environment, and implementing attractive compensation policies can have a positive impact on employee retention. This research underscores the critical importance of leadership style in retaining employees, with significant implications for organizations aiming to enhance their workforce's loyalty and commitment.

5.3 Research Design Limitations

Despite using a mixed methods research design, there are still several limitations that researchers should be aware of. Conducting a mixed methods study can be time-consuming and resource intensive (George, 2023). Gathering and analyzing both qualitative and quantitative data requires additional time, expertise, and resources (Halcomb, 2018). Researchers may face challenges in terms of funding, personnel, and time constraints, which can affect the overall quality and comprehensiveness of the study.

Integrating qualitative and quantitative data can be complex. Researchers need to ensure that the two types of data are effectively combined, interpreted, and synthesized to provide meaningful and comprehensive results (Bryman, 2006).

The process of integrating data from different sources and methods requires careful planning, expertise in mixed methods research, and rigorous analysis techniques. Researchers' personal biases and perspectives can influence data collection, analysis, and interpretation, regardless of the research design (Ramirez-Santana, 2018). Even in a mixed

methods study, researchers' subjectivity can affect the findings. It is essential to be aware of and transparent about potential biases and take steps to minimize their impact on the research process.

While mixed methods studies can provide rich and in-depth insights, the findings may not be generalizable to a larger population. Qualitative data, by nature, tend to focus on specific contexts and experiences, while quantitative data aims for broader generalizations (Mcleod, 2023). Combining these two types of data may result in findings that are more context-specific and less generalizable to other settings or populations. Analyzing mixed methods data can be challenging due to the different analytic techniques required for qualitative and quantitative data (Mcleod, 2023). Researchers need to have expertise in both qualitative and quantitative analysis methods, as well as the ability to integrate and interpret findings from multiple sources. This complexity can increase the risk of errors or inconsistencies in the analysis process (Mcleod, 2023). Presenting the findings of a mixed methods study in a clear and concise manner can be difficult. Researchers need to effectively communicate the integration of qualitative and quantitative data, explain the rationale behind the chosen methods, and present the results in a coherent and meaningful way. It is crucial to ensure that the mixed methods design and its implications are clearly articulated in research reports or publications (Mcleod, 2023).

Despite these limitations, mixed methods research designs offer valuable opportunities to explore research questions from multiple perspectives and provide a more comprehensive understanding of complex phenomena. By acknowledging and addressing these limitations, researchers can enhance the rigor and validity of their mixed methods studies.

To address the limitations of mixed-methods research design in future studies, researchers should carefully plan and allocate sufficient time, funding, and resources for a mixed-methods study. This includes securing adequate funding, assembling a skilled

research team, and allowing ample time for data collection, analysis, and integration. Adequate planning and resources will help mitigate time and resource constraints (Halcomb, 2018). Researchers should ensure they possess the necessary expertise in both qualitative and quantitative research methods. This may involve receiving training or collaborating with experts in each method. Enhancing skills in data collection, analysis, and interpretation will help researchers effectively integrate qualitative and quantitative data and address the complexity of mixed methods research (Mcleod, 2023). Researchers can employ triangulation techniques to strengthen the validity and reliability of their findings. Triangulation involves using multiple sources of data, methods, and perspectives to confirm and validate the results (Bhandari, 2023). By seeking convergence between qualitative and quantitative findings, researchers can enhance the robustness and credibility of their mixed methods study. Researchers should actively engage in reflexivity by acknowledging and critically reflecting on their own biases, assumptions, and perspectives throughout the research process (Bhandari, 2023). This self-awareness can help minimize the impact of researcher bias and increase the objectivity and credibility of the study. Researchers can document their reflexive process in research reports to enhance transparency (Watt, 2007). Researchers should carefully consider their sampling strategies to ensure a balance between in-depth exploration and generalizability (Linton, 2020). By employing purposive sampling techniques, researchers can select participants or cases that provide rich insights while still representing the larger population of interest. Clearly stating the limitations of generalizability in the study and identifying transferability to other contexts can help address this concern (Linton, 2020). Researchers should provide a transparent and comprehensive account of the mixed methods research design, including the rationale for combining qualitative and quantitative approaches (Osbaldeston, 2022). They should clearly describe the integration process, the analytical techniques used, and the interpretations made. Transparent reporting allows readers to understand and evaluate the rigor and validity of the study (Osbaldeston, 2022).

By implementing these strategies, future researchers can improve the quality, rigor, and applicability of mixed methods research. Continual learning, collaboration, and critical reflection on the strengths and limitations of mixed methods designs will contribute to advancements in the field and enhance the value of mixed methods studies.

CHAPTER   VI:

Implications and Recommendations for Future Research

Understanding the impact of leadership styles on employee retention in the public sector of Jamaica offers the opportunity to enhance employee retention strategies. Effective leadership styles that positively influence employee retention can lead to a more engaged and motivated workforce, ultimately improving overall organizational performance within Jamaica's public sector.

A better understanding of the link between leadership styles and employee retention can positively impact the quality of public services in Jamaica, as a stable and motivated workforce is better equipped to deliver efficient and effective services. With a reputation for effective leadership and strong employee retention, Jamaica's public sector may become more attractive to top talent, further enhancing its capacity and effectiveness. Leadership styles that prioritize employee retention can contribute to higher levels of job satisfaction and well-being among public sector employees in Jamaica, creating a more positive work environment.

Consistently retaining skilled and experienced employees can enhance stakeholder confidence in the government's ability to deliver on its mandates and commitments. Recognizing the importance of ongoing research and data collection in the context of leadership and employee retention is crucial, as it allows organizations to adapt leadership strategies to evolving organizational dynamics in the public sector.

Determining the specific industry within Jamaica's public sector that experiences the highest employee turnover or loss is a complex task. The available literature on employee turnover in Jamaica's public sector does not provide specific industry-level data or highlight a single industry that consistently loses the most employees. However, some industries within the public sector may be more prone to turnover than others due to various factors such as job characteristics, organizational culture, and career opportunities. It is important to note that turnover rates can vary over time and are influenced by a multitude of factors unique to each organization and industry. Factors such as job satisfaction, leadership effectiveness, compensation, work-life balance, career development opportunities, and the overall economic climate can all impact employee turnover rates.

To gain a more comprehensive understanding of the industries within Jamaica's public sector that may experience higher turnover rates, it would be necessary to conduct

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specific studies or analyze organizational data within each industry. This would involve examining turnover rates, conducting employee surveys, and investigating the underlying reasons for employee departures in different sectors, such as education, healthcare, transportation, public administration, and others. By conducting sector-specific studies, organizations and policymakers can identify the underlying causes of high turnover rates within specific industries and develop targeted strategies to address retention challenges. Implementing initiatives to improve job satisfaction, enhance leadership practices, provide growth opportunities, and promote work-life balance can help mitigate turnover and create a more stable and engaged workforce in Jamaica's public sector.

Public sector organizations in Jamaica should invest in leadership training programs that focus on developing transformational and participative leadership skills. These programs should be tailored to the cultural context of Jamaica and the specific needs of public sector leaders. Leaders should actively engage with their teams and foster open communication channels. This can help boost job satisfaction and create a sense of belonging among employees. Leaders should Implement performance recognition and reward systems that acknowledge and incentivize outstanding contributions. This can motivate employees and enhance their commitment to their roles. Leaders should recognize the importance of work-life balance for employee retention. Public sector organizations should provide flexible work arrangements and support programs to help employees manage their professional and personal lives effectively. Public sector leaders should actively mentor and guide their employees in terms of career development. Providing clear paths for advancement and professional growth can increase retention rates. Leaders should establish regular feedback and evaluation mechanisms to assess leadership effectiveness and employee satisfaction. This feedback can be used to make necessary improvements in leadership styles and practices. Leaders should promote diversity and inclusion within the public sector to ensure that leadership styles are responsive to the needs and perspectives of a diverse workforce. Develop long-term retention strategies that align with the goals and objectives of the public sector. Consider the evolving needs and expectations of employees

over time. Leaders should advocate for the integration of employee retention considerations into public sector policies and regulations. This can help create a supportive environment for both leaders and employees. Further research and studies in this area to continuously adapt and refine leadership practices can be beneficial in the Jamaican public sector.

These recommendations aim to empower public sector leaders in Jamaica to foster a conducive work environment that not only retains talented employees but also enhances overall organizational effectiveness.

The future of leadership is likely to be shaped by a number of trends and developments, some of which are already underway. In recent years, there has been growing recognition of the importance of ethical leadership, and this trend is likely to continue (Terzieva, 2023). In the future, leaders will be expected to prioritize ethical behavior, transparency, and accountability, and to lead by example. As organizations become more diverse and society becomes more aware of issues of equity and inclusion, leaders will need to be skilled at creating inclusive workplaces and promoting diversity at all levels of their organizations (Hatami & Segel, 2021). Technology is likely to play an increasingly important role in leadership, from AI-powered decision-making tools to virtual reality training programs. Leaders who are able to harness the power of technology effectively will be at a competitive advantage (Shojaie, 2023). The future of leadership is likely to be more collaborative, with leaders working closely with their teams to achieve shared goals. This requires leaders who are able to communicate effectively, build trust, and create a culture of teamwork (Hatami & Segel, 2021). In a rapidly changing world, leaders will need to be flexible and adaptable, able to pivot quickly in response to new challenges and opportunities. This requires leaders who are willing to experiment, take risks, and embrace change. Overall, the future of leadership is likely to be characterized by a focus on ethics, diversity, and collaboration, as well as an increased reliance on technology and the ability to be flexible and adaptable in the face of change (Laker, 2022).

The findings can help reduce turnover costs, as identifying leadership styles conducive to retention can mitigate expenses related to recruitment and training in the public sector. This research allows for tailored leadership development programs that address specific retention challenges within Jamaica's public sector, enabling leaders to adapt their styles to the local workforce's unique needs and expectations. The results can inform the formulation of government policies related to leadership development and employee retention, leading to a more strategic approach to talent management within the Jamaican public sector.

6.1 Conclusion

A good salary and benefits package is generally considered to be a key factor in retaining employees, as it is an important part of the overall compensation package that employees receive for their work. While salary is an important consideration for many employees, benefits such as health insurance, retirement savings plans, and paid time off can also be significant factors in retaining staff. Studies have shown that employees who are satisfied with their compensation and benefits package are more likely to stay with their employer for longer periods of time and are generally more engaged and productive in their work. In addition, a good compensation package can help to attract high-quality candidates when recruiting for new positions. However, it is worth noting that other factors, such as job satisfaction, career development opportunities, and work-life balance, can also play a significant role in employee retention. While a good salary and benefits package is important, employers should also consider these other factors when developing strategies for retaining their employees.

Employee retention is a significant concern in Jamaica's public sector, and age can be a relevant factor influencing employees' decisions to stay or leave their organizations.

This literature review explores the relationship between age and employee retention in Jamaica's public sector, examining key findings from previous research. One important aspect of age-related considerations in employee retention is retirement. As employees approach retirement age, they may be more likely to consider leaving their positions, which can impact overall retention rates. Policies and practices related to retirement, such as pension plans, phased retirement options, and flexible work arrangements, can influence employees' decisions to stay or retire. Generational differences can influence employee retention patterns in Jamaica's public sector. The presence of multiple generations, such as Baby Boomers, Generation X, and Millennials, brings diverse perspectives, work preferences, and expectations. Organizations that recognize and accommodate these generational differences through tailored retention strategies and flexible work policies can improve retention rates across age groups. The availability of career development and growth opportunities is crucial for retaining employees of all ages. Younger employees may prioritize opportunities for skill development and advancement, while older employees may value opportunities to mentor and pass on their knowledge. Organizations that provide continuous learning programs, succession planning, and career advancement prospects can enhance retention among employees of different age groups. Work-life balance considerations play a significant role in employee retention, particularly for employees at different life stages. Younger employees may value flexible work arrangements that allow them to pursue personal interests or manage family responsibilities. Older employees may appreciate options such as reduced hours or phased retirement to strike a balance between work and personal commitments. Organizations that promote work-life balance and offer flexible work arrangements tend to have higher retention rates across age groups. As older employees near retirement, knowledge transfer becomes crucial for organizational continuity. Implementing effective succession planning strategies that facilitate the transfer of knowledge, skills, and expertise from older to younger employees can positively impact retention. Providing opportunities for cross-generational collaboration, mentoring programs, and knowledge-sharing platforms can enhance retention efforts and ensure a smooth transition of institutional knowledge. Age

bias and stereotypes can negatively impact employee retention, particularly for older workers. Perceptions of diminished productivity or adaptability based on age can lead to reduced career opportunities and lower retention rates. Creating an inclusive and age-diverse work environment that values the contributions of employees of all ages can mitigate age-related biases and support retention efforts.

Age plays a multifaceted role in employee retention within Jamaica's public sector. Policies and practices related to retirement, career development, work-life balance, knowledge transfer, and addressing age biases are important considerations for retaining employees across different age groups. Organizations that recognize and accommodate the diverse needs and preferences of employees at various stages of their careers can foster a supportive work environment, enhance employee engagement, and improve overall retention rates. Further research and the implementation of targeted retention strategies can contribute to optimizing employee retention in Jamaica's public sector across age groups.

Effective leadership styles that prioritize employee engagement, motivation, talent development, and a positive work culture are essential for retaining employees' public sector. By focusing on these aspects, businesses can reduce turnover, retain top talent, ensure stability, and create a thriving work environment conducive to growth and success.

In summary the research set out to assess the scale of employee retention in Jamaica and found that the retention management strategy was below expectations. Based on the findings of this study, a low compensation package and a negative environment were confirmed as reasons employees were willing to leave their place of employment as well as dissatisfaction with their respective leaders. The leadership style which contributed the most to employees leaving was autocratic leadership as employees preferred a more transformational leadership approach. Furthermore, the results of the study suggest that public sector leaders should invest in training for employees and a positive working environment where they are inspired and feel motivated by their leaders.

6.2 Ethical Considerations

When conducting research on employee retention and leadership styles, there are several ethical considerations to keep in mind. These considerations help ensure that the research is conducted in an ethical manner and respects the rights and well-being of the participants involved (Eriksen & Morgan, 2019). Informed consent was obtained from participants before they participate in the research. Clear and understandable information about the purpose of the study was provided, the procedures involved, potential risks and benefits, and the voluntary nature of participation (Denzin & Lincoln, 2011). Participants were told that they have the freedom to decline participation or withdraw from the study at any time without penalty. The confidentiality and anonymity of participants were ensured by using pseudonyms to protect participants' identities, and the data collected was stored securely (Eriksen & Morgan, 2019).

APPENDIX A

Declaration of Academic Integrity

I hereby confirm that the present paper/thesis.

Title: EFFECTS OF LEADERSHIP STYLES ON EMPLOYEE RETENTION IN THE PUBLIC SECTOR OF JAMAICA

is the result of my own independent scholarly work, and that in all cases material from the work of others (in books, articles, essays, dissertations, and on the internet) is acknowledged, and quotations and paraphrases are clearly indicated. No material other than that listed has been used.

I have read and understood the Institute's regulations and procedures concerning plagiarism.

Carlene Davis, 9/6/23

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Name, Date

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Signature

SURVEY COVER LETTER

LEADERSHIP STYLES ON EMPLOYEE RETENTION IN THE PUBLIC SECTOR OF JAMAICA

Are you working/worked in the public sector in Jamaica? Please complete the survey.

A STUDY ON THE EFFECTS OF LEADERSHIP STYLES ON EMPLOYEE RETENTION IN THE PUBLIC SECTOR OF JAMAICA

This study is being conducted to assess the effects of leadership styles and their impact on retention in the public sector in Jamaica.

It is estimated to take approximately three (3) minutes to complete this survey. You are being asked to participate by selecting the most appropriate response voluntarily and anonymously or, in some cases, all the responses that apply to each question.

SURVEY

1. Age Range

   Mark only one oval.

   ⬭ 18-24

   ⬭ 25-34

   ⬭ 35-44

   ⬭ 45-54

   ⬭ 55-64

   ⬭ 65+

2. Gender

   Mark only one oval.

   ⬭ Female

   ⬭ Male

3. How long have you been working/worked in the public sector?

Mark only one oval.

- ( ) 1-3 years
- ( ) 6-12 years
- ( ) 1-2 years
- ( ) 3-5 years
- ( ) 5-10 years
- ( ) 10-20 years
- ( ) 20-30 years
- ( ) Over 30 years

4. How much does your manager motivate and inspire you and the team you work with?

Mark only one oval.

- ( ) A great deal
- ( ) A lot
- ( ) A moderate amount
- ( ) A little
- ( ) None at all

5. How much does your manager contribute to the creation of a good team working environment?

Mark only one oval.

◯ Exceeded expectations

◯ Met expectations

◯ Below expectations

6. Does your manager welcome and respond constructively to your ideas?

Mark only one oval.

◯ Always

◯ Usually

◯ Sometimes

◯ Rarely

◯ Never

7. How approachable is your manager?

Mark only one oval.

◯ Always approachable

◯ Hardly approachable

◯ Not approachable

8. With 1 being the highest and 5 being the lowest, grade how much your manager involves the team in decision-making where appropriate

    Mark only one oval.

	1	2	3	4	5
	◯	◯	◯	◯	◯

9. Is your leader a role model and mentor for you or others?

    Mark only one oval.

    ◯ Yes

    ◯ No

    ◯ Maybe

10. Do you get incentives and recognition for your contributions?

    Mark only one oval.

    ◯ Yes

    ◯ No

11. How would you grade your company's retention management strategy?

Mark only one oval.

◯ Above average

◯ Average

◯ Below average

12. Of the options below, which would be your main reason for leaving the company

Mark only one oval.

◯ Relationship with the manager

◯ Compensation package

◯ Negative environment

13. Does your employer provide training for employees regularly?

Mark only one oval.

◯ Yes

◯ No

14. What do you think about how much you and other colleagues are mobilized toward the common vision of the company?

Mark only one oval.

◯ Very satisfied

◯ Satisfied

◯ Neither satisfied nor dissatisfied

◯ Dissatisfied

◯ Very dissatisfied

15. As the current employee do you have priority when filling new positions inside the company?

Mark only one oval.

◯ Always

◯ Usually

◯ Sometimes

◯ Rarely

◯ Never

16. Have you ever changed jobs because of a manager?

Mark only one oval.

◯ Yes

◯ No

◯ Maybe

17. If yes, how often?

Mark only one oval.

◯ Frequently

◯ Occasionally

◯ Always

◯ Rarely

18. If you have changed your job before, grade how much in the decision to leave was your dissatisfaction with the manager

Mark only one oval.

◯ A great deal

◯ A lot

◯ A moderate amount

◯ A little

◯ None at all

19. Are you aware of leadership styles?

Mark only one oval.

◯ Yes

◯ No

◯ Some

20. What leadership style would you say that your previous manager used?

Mark only one oval.

◯ Situational leadership

◯ Participative leadership

◯ Transactional leadership

◯ Transformational leadership

◯ Autocratic leader

◯ Democratic leader

21. What leadership style do you prefer?

Mark only one oval.

- ( ) Situational leadership
- ( ) Participative leadership
- ( ) Transactional leadership
- ( ) Transformational leadership
- ( ) Autocratic leader
- ( ) Democratic leader
- ( ) Laissez-faire leader

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