

# Effective Leadership and Employee Engagement in A Workplace: A Study of Style and Satisfaction

Ms. Jinky B Ejes<sup>1</sup>, Ms. Jenny Y Arevalo<sup>2</sup>

## Abstract

This study examined the link between different leadership styles and employee job satisfaction in selected local banks in the Province of Cebu, during the second semester of the 2025–2026 academic year. Using a quantitative, descriptive-correlational methodology, data were obtained from a survey questionnaire. This questionnaire was given to 50 employees and 10 managers. The results showed that managers mainly used transformational leadership. Transactional leadership was seen to a modest degree, while laissez-faire leadership was rated the lowest. Employees expressed great job satisfaction, especially about the work environment, pay, recognition, opportunities for professional progress, and relationships with their coworkers. The correlation study showed a small, statistically insignificant link between leadership style and job satisfaction ( $r = 0.276$ ,  $p = 0.439$ ). This suggests that elements beyond leadership, such as organizational policies and work conditions, have a stronger influence on job satisfaction. This study underscores the necessity of comprehensive tactics for enhancing employee happiness, and it offers ideas for creating leadership programs specifically designed for community-based banks.

**Keywords:** Public Administration, Effective Leaders and Employee Engagement: A Study of Style and Satisfaction, Descriptive-Correlational Methods of Research, CTU Main Campus, Cebu City 6000, Philippines.

## Chapter 1

### THE PROBLEM AND ITS SCOPE

#### INTRODUCTION

##### Rationale of the study

Leadership is very important in creating good work environments and employee experiences, especially in fields that are quite demanding, like banking. In this situation, the effectiveness of leaders decides how successfully employees meet the needs of the organization, stay motivated, and provide excellent service. The banking industry is focused on customers and results; therefore, it needs leaders who can create an atmosphere of trust, teamwork, and productivity. Research indicates that leadership styles directly impact job satisfaction, thereby influencing productivity and retention rates (Hajjali et al., 2022). For instance, transformational leadership can motivate workers to go above and beyond what is expected of them, whereas authoritarian styles can kill innovation and morale. This study aims to discover leadership styles that foster a happier work environment, thereby elucidating practical solutions to enhance the banking industry's workforce. The results could be used to design leadership programs that

are specific to the demands of financial institutions. In the end, the study shows that good leadership isn't only about managing people; it's also about creating a positive culture in the workplace.

The completion of this study was motivated by the growing necessity to improve working conditions and employee satisfaction within the banking sector. Many businesses around the world are starting to understand that keeping employees happy is not just a "soft" issue, but a key factor in efficiency and long-term growth. In banking, where accuracy, speed, and customer service are very important, unhappy workers can have a direct effect on client trust and financial results. Different styles of leadership affect not only how happy people are at work, but also how well they do their jobs, how productive they are, and how happy the team is. For instance, leadership that is helpful and encourages participation can raise morale and lower turnover, while leadership that is strict and not supportive might cause people to lose interest and burn out. By learning more about these variables, bank managers can use leadership styles that help create a healthy and productive work environment (Syarifuddin, 2023). Banks are very important for economic growth on Bantayan Island. The success of banks directly influences the lives of people in the area. So, making sure that executives in the banking industry apply good tactics will help both the health of their employees and the economy in the area.

This study is significant not only for the banking sector but also for the broader population it serves. Banks are important for the economy because they offer financial services that help people and businesses manage their money, invest, and expand. When workers are happy and motivated, they do a better job of providing services, which makes clients trust and depend on them more. Better services mean that people and businesses on Bantayan Island can better handle their money, get loans, and make smart investments. Positive leadership has benefits that go beyond just getting things done. It also creates a workplace culture where ethics, accountability, and caring for employees are important. These kinds of cultures can serve as examples for other groups in the community, encouraging schools, cooperatives, and businesses to use similar leadership styles. The study's results have a ripple effect, changing not just the lives of the workers but also the economy and society of the island as a whole. The research thereby enhances community welfare while tackling sector-specific issues.

Additionally, the study's findings may ultimately impact educational curricula and leadership training initiatives, providing future professionals with the essential knowledge for proficient organizational management. Schools and universities may create future leaders who are not just competent but also adaptable to the needs of their workplaces by using research-based methods in their training. For example, teaching students about different leadership styles and how they affect job satisfaction might give them useful information that they can use in their jobs. The findings may also help plan professional development workshops for people who work in banks, making sure that current leaders keep improving how they manage people. Programs that use real-world data to improve leadership training are better able to meet the needs of personnel at smaller, regional financial institutions. This relevance makes both schools and industry training organizations more credible and useful. These programs can also help prospective managers develop a strong moral foundation by focusing on moral and employee-centered leadership. The project connects research, practice, and education, which will benefit many people in the long run.

This study contributes to the expanding corpus of knowledge regarding leadership and job satisfaction by providing regional insights specific to Bantayan Island. There are a lot of studies on leadership styles in big cities or big financial institutions, but not enough research on smaller, community-based banks. The issues and dynamics at local banks frequently diverge from those in urban settings, especially

regarding resources, organizational culture, and employee experiences. Consequently, this study offers essential information for comprehending the functioning of leadership styles in these specific contexts. The results can help with future study by giving researchers a way to compare studies done in different rural or semi-urban banking settings. The findings may also assist policymakers and bank executives in formulating leadership frameworks that are congruent with local conditions. This is especially crucial for places like Bantayan Island, where the economy can only survive if there are good institutions and workers who are skilled and motivated. The research's ultimate goal is to bridge the gap between theory and practice by generating actionable insights rooted in the lived experiences of local banking professionals.

The main purpose of this research is to make executives in the banking business more effective, which will help both the employees and the companies they work for. Good leadership makes sure that not only do the organization's goals are met, but also that employees improve personally and professionally. Leaders who know how their approaches affect others can create an environment that is welcoming, supportive, and full of new ideas. This means that banks will have happier employees, less turnover, and more consistent performance. For workers, it means being able to do well at work where their hard work is appreciated and their health is a top priority. The work is not only academically significant but also profoundly applicable to everyday organizational management. By looking at the link between leadership and employee satisfaction, it hopes to make a win-win situation where both companies and people are happy. In the long run, these kinds of results make not only individual institutions stronger, but also the economy of Bantayan Island as a whole.

### **Theoretical Background or Conceptual Background**

This study will be anchored on Burns' theory of transformational leadership (1978) suggests that leaders can improve job happiness and commitment by inspiring and motivating staff members to put the needs of the company ahead of their own. A recent study by Villegas-Puyod et al. (2024) examined how organizational citizenship behavior, which is mediated by transformational leadership, affects employee job satisfaction in Philippine educational institutions. Transformational leadership is relevant in organizational contexts, as evidenced by the findings, which showed that it significantly predicts employee engagement and performance. This theory is supported by Job Demands-Resources (JD-R) Model by Bakker and Demerouti (2007), Organizational Support Theory by Eisenberger (1986), Transactional Leadership Theory of Weber (1947), Path-Goal Theory of Leadership by House (1971), Leader-Member Exchange (LMX) Theory of Graen and Uhl-Bien (1995), Job Characteristics Theory of Hackman and Oldham (1976), Herzberg's Two-Factor Theory (Motivation-Hygiene Theory) (1959), Expectancy Theory of Motivation by Vroom (1964) and Social Exchange Theory by Homans (1958).

The balance between job demands (such as workload and emotional pressures) and job resources (such as support and autonomy) is thought to have an impact on employee well-being and job satisfaction, according to the Job Demands-Resources (JD-R) Model. In an investigation of the link between leadership styles and employee commitment in Indian SMEs engaged in mechanical manufacturing, Nanjundeswaraswamy (2023) looked at the mediating function of job satisfaction. This association is somewhat mediated by job satisfaction, according to the research, suggesting that leadership styles might affect job resources and, in turn, employee commitment.

According to Eisenberger's Organizational Support Theory (1986), workers form global ideas about how much the company appreciates their efforts and is concerned about their welfare. Increased job satisfaction and fewer plans to leave can result from this perceived organizational support.

Transformational and participative leadership styles are highly linked to higher job satisfaction and lower turnover intentions, according to Zafar's (2023) investigation of the effects of leadership styles on employee job satisfaction and turnover intentions in the corporate sector.

Transactional leadership focuses on tasks that are clear, rewards, and penalties. Leaders keep a careful eye on how well people are doing and give rewards for doing what they are supposed to do and punish people for not doing what they are supposed to do. This style is prominent in fields that need accuracy, like banking, where regulations and being responsible are very important. Transactional leadership can make things run more smoothly, but if it's employed too often, it can not necessarily make people happy with their jobs. For our research, it assists in evaluating whether transactional leadership fosters discipline and clarity or leads to work unhappiness among bank employees.

Path–Goal Theory of Leadership says that leaders inspire their followers by making the way to goals clear, getting rid of impediments, and giving them the help they need. Leaders change their style based on the demands of their employees and the work environment. They can be directive, supporting, participative, or achievement-oriented. In banking, executives can affect customer happiness by giving clear

instructions on complicated financial operations or help when things go tough. This thesis illustrates how flexible leadership directly affects employee performance and morale on Bantayan Island, where the environment may not always be easy.

The quality of the interactions between leaders and employees is very important in Leader–Member Exchange (LMX) Theory. When people trust and respect each other, they have high-quality exchanges that make them happier and more committed to their jobs. When people don't trust or respect each other, they have low-quality exchanges that make them less interested in their jobs. In the banking industry, CEOs who build great relationships with their employees can keep them loyal and cut down on turnover. For smaller community banks on Bantayan Island, where people tend to know each other better, LMX is very useful for figuring out how happy people are.

Job Characteristics Theory shows how the design of a job can affect how motivated and satisfied an employee is. Skill variety, task identity, task relevance, autonomy, and feedback are the core factors that decide how satisfying a job is. In banking, doing the same thing over and over again can make people less happy unless leaders change the way people do their jobs or give them genuine praise. Leaders who give people more freedom and feedback can make boring financial work more interesting. This theory bolsters your findings by correlating leadership choices with employee contentment in the banking sector.

Herzberg's Two-Factor Theory (Motivation–Hygiene Theory) makes a difference between motivators (things that make people happy, such as success and praise) and hygiene elements (basic needs that keep people from being unhappy, including pay and working conditions). In banking, hygienic factors keep staff on the job, but motivators make them work harder and stay loyal. The way a leader leads can have a direct effect on both: leaders who are supportive can motivate people, while leaders who are bad can make people unhappy. This idea elucidates the reasons specific leadership styles result in more content and efficient bank employees.

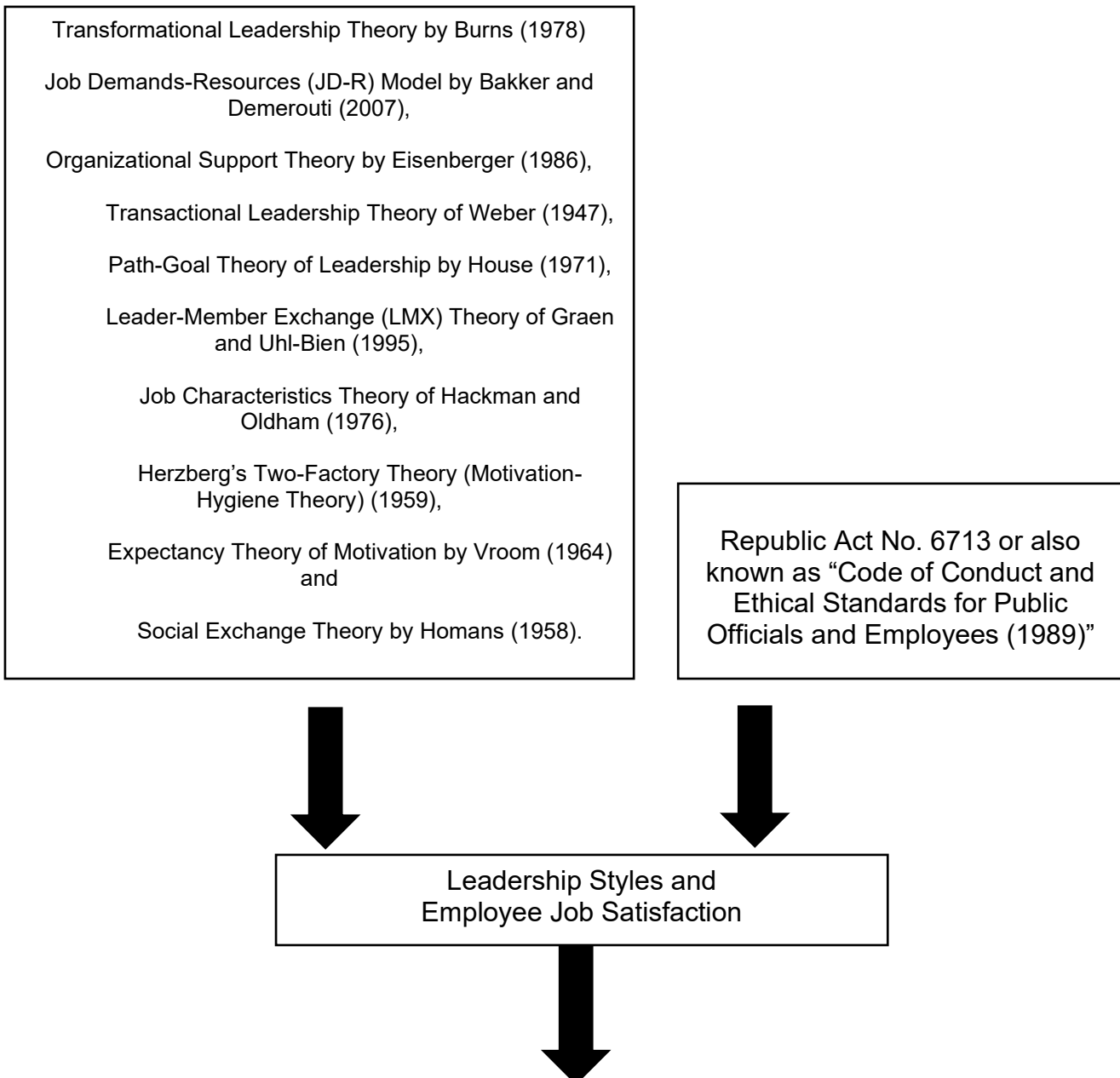
Expectancy According to Expectancy Theory of Motivation, workers are motivated when they think that their work will pay off (expectancy), that their performance will pay off (instrumentality), and that the benefits are worth it (valence). In banking, people are more motivated and happier when management makes rewards clear and easy to get. But when expectations are not clear or rewards are not fair, people

are not happy. This theory shows how leadership directly affects motivation by changing the ways banks reward and anticipate things.

Social Exchange Theory sees relationships at work as two-way exchanges. Leaders give employees assistance, recognition, and fairness in exchange for their hard work and dedication. When leaders show that they care and are fair, employees are more likely to be loyal and happy. This give-and-take is even more important in banks on Bantayan Island, where people are close-knit. Leaders that don't honor this interaction run the risk of losing staff and having them leave.

According to Republic Act No. 6713 or also known as “Code of Conduct and Ethical Standards for Public Officials and Employees (1989)”, all government workers and officials should act professionally, be dedicated to serving the public, and be open to the public. To make sure that organizations run with honesty, efficiency, and accountability, good leadership and employee engagement are necessary.

This study creates a framework to investigate how leadership affects employee happiness by combining various notions. When taken as a whole, they offer a thorough grasp of the variables influencing job satisfaction in the local banking industry.



Proposed Leadership and Employee  
Engagement Development Action Plan

**Figure 1: Theoretical-Conceptual Framework of the Study**

## THE PROBLEM

### Statement of the Problem

This study aimed to examine the effective leadership and employee engagement: a study of style and satisfaction in a workplace situated at Suba, Bantayan, Cebu for the Second Semester Calendar Year 2025 – 2026, basis for a proposed Leadership and Employee Engagement Development Action Plan.

Specifically, this study sought to answer the following research questions:

1. What is the demographic profile of the respondents in terms of:
  - 1.1 Managers'
    - 1.1.1 Highest Educational Attainment,
    - 1.1.2 Age,
    - 1.1.3 Sex,
    - 1.1.4 Tenure or length of service,
  - 1.2 Employees'
    - 1.2.1 Highest Educational Attainment,
    - 1.2.2 Age,
    - 1.2.3 Sex,
    - 1.2.4 Tenure or length of service,
2. As perceived by the respondent groups, what is the leadership style of the managers in the local bank in terms of:
  - 2.1. Transformational Leadership
  - 2.2. Transactional Leadership, and
  - 2.3. Laissez-faire Leadership?
3. What is the level of job satisfaction among employees in the local bank in terms of:
  - 3.1. Work Environment,
  - 3.2 Compensation,
  - 3.3. Job Recognition and Growth,
  - 3.4. Work Relationship, and
  - 3.5 Organizational Commitment?
4. Is there a significant relationship between the leadership styles and employee job satisfaction?
5. Based on the findings, what Leadership and Employee Engagement Development Action Plan may be proposed?

## HYPOTHESSIS:

Ho: There is no significant relationship between the leadership styles and employee job satisfaction.

## SIGNIFICANCE OF THE STUDY

This study was beneficial to the following:

**Banking Industry.** this study can help bank managers and executives identify effective leadership styles that foster a positive work environment, improve employee satisfaction, and enhance overall productivity. By adopting the most suitable leadership approach, banks can minimize employee turnover and improve service delivery.

**Employees.** This study provides insights into how leadership affects their work experience, helping them understand what leadership styles contribute to a more fulfilling and productive work environment.

**Local Community.** This enhances customer experience, strengthens trust in banking institutions, and supports local economic growth. Additionally, a stable banking workforce contributes to the sustainability of financial institutions in Bantayan Island, ensuring continued economic development.

**Researcher.** The result of this study can give the opportunity to researchers for gaining practical knowledge about leadership in the financial sector.

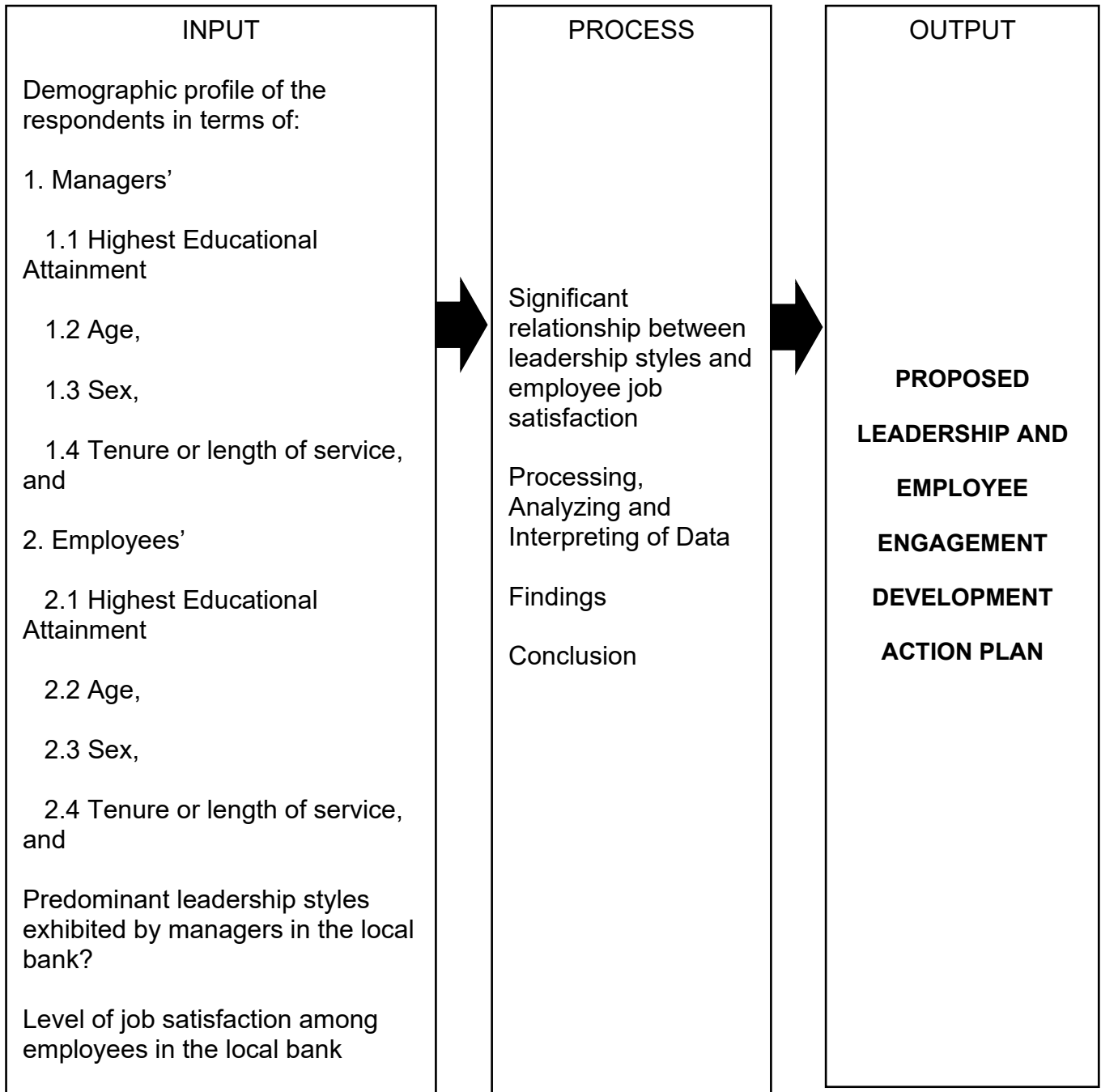
**Future Researchers.** Opens opportunities for further research on leadership effectiveness in other industries and locations.

## RESEARCH METHODOLOGY

### Research Design

This study utilized a quantitative research design, specifically a descriptive-correlational research design, to examine the relationship between leadership styles and employee job satisfaction in a local bank. Quantitative research since it makes it possible to gather numerical data that can be statistically examined to find trends and connections. This approach guarantees reliability and neutrality when assessing employee job satisfaction and leadership styles. Responses were gathered using a standardized questionnaire, guaranteeing data collecting uniformity. The descriptive component of the research design is concerned with determining and characterizing the leadership philosophies employed by the local bank as well as the level of employee job satisfaction. It paints a vivid picture of the dynamics and attitudes of the workplace today. Using this method, the study sought to quantify work satisfaction levels and classify leadership types (such as transformational, transactional, and laissez-faire).

The study's correlational component aimed to ascertain how leadership styles and employee job satisfaction are related. This design aided in determining which leadership style has the greatest influence and whether it has a substantial impact on employees' job satisfaction. The strength and direction of these interactions had been examined using statistical methods like Pearson correlation.



**Flow of the Study**

A schematic diagram shows the flow of the study. The **inputs** were the respondents’ profile, the predominant leadership styles of managers and the level of job satisfaction among employees in a local bank. **Process** involved testing of significant relationship between the leadership styles and employee job satisfaction. Presentation, analysis and interpretation of Data drawing findings and conclusion. The **output** was a proposed Leadership and Employee Engagement Development Action Plan based on the findings.

**Environment**

The study took place at the Land Bank of the Philippines (LBP) branches in different municipalities and cities in the Province of Cebu. These branches are banks that serve a wide range of customers, such as

government workers, local government units, farmers, fishermen, and regular people. LBP gives each branch the job of supporting rural development by making banking services available and supporting long-term economic growth. These jobs help the bank run smoothly. Doing the study in these branches gives us a realistic and contextualized view of how different leadership styles affect employee engagement and satisfaction in a highly structured and service-oriented financial setting. The setting also lets the researcher look into how leadership practices change to fit the needs of each branch in Cebu Province and the way things are done there.



Figure 3

## Environment of the Study

### Respondents

The study's respondents were chosen employees from different Land Bank of the Philippines branches in the Province of Cebu. These people hold important operational and administrative roles that are essential to the bank's daily operations and service delivery. In total, there will be 60 respondents, including 10 New Accounts Clerks, 10 Tellers, 10 Bookkeepers, 10 Salary Bookkeepers or Clearing Officers, 10 Branch Supervising Tellers or Document Examiners, and 10 Executive Assistants. Including employees from different branches and positions makes sure that everyone understands how different leadership styles affect employee engagement and job satisfaction at all levels of the organization. This distribution of respondents also shows how different roles are at Land Bank branches, which gives a balanced view of how effective leadership is and how it affects employee performance and morale in the workplace across Cebu Province.

Table 1 indicates the number of respondents according to sex.

**Table 1**  
**Distribution of the Respondents**

<b>Respondents</b>	<b>f</b>
New Account Clerks	10
Teller	10
Bookkeeper	10
Salary Bookkeeper/clearing Officer	10
Branch Supervising Teller/Document Examiner	10
Executive Assistant	10
<b>Total</b>	<b>60</b>

### Instruments

The main research tool used in this study to gather quantitative information on leadership styles and employee job satisfaction in a local bank were structured questionnaires. Standardized scales were used in the questionnaire's design to guarantee validity and reliability while assessing the relevant variables. Each of the two primary sections—leadership styles and employee job satisfaction—used a Likert scale with 1 denoting "strongly disagree", 2 "disagree", 3 "agree" and 4 "strongly agree."

The study adapted items from Bass and Avolio's (1995) Multifactor Leadership Questionnaire (MLQ) to evaluate leadership styles. Based on how employees view the actions of their supervisors, this section assessed the existence of transformational, transactional, and laissez-faire leadership styles. Questions centered on topics including decision-making involvement, incentive systems, inspiration, and motivation.

The study also used items from Paul Spector's (2022) Job Satisfaction Survey (JSS) 2 to measure employee job satisfaction. Employee satisfaction with important aspects of their jobs, such as the work environment, compensation, job recognition and growth, work relationship, and organizational commitment were assessed in this section. The answers provided light on the general levels of job satisfaction and how they connect to the various leadership styles within the bank.

### Data Gathering Procedures

The researcher sent a letter to the office of the Branch Head of Landbank – Bantayan Branch asking per-

mission for the approval to conduct the study. Upon receiving the approval, the researcher then prepared the questionnaires for the survey. The researcher personally gave the survey questionnaire afterwards. And the questionnaires were collected on the same day right after they have done answering. The researcher then collected and tallied the data for interpretation.

### **Statistical Treatment of Data**

Frequency and Percentage were used to analyze the demographic profile of the respondents (e.g., highest educational attainment, age, gender, and tenure or length of service). Mean and Standard Deviation were used to determine the dominant leadership style and the level of employee job satisfaction based on survey responses.

Pearson Correlation Coefficient (r) were used to determine the relationship between leadership styles and employee job satisfaction.

### **Scoring Procedures**

The study made use of the following statistical tools:

The dominant leadership style and the level of employee job satisfaction were summarized and analyzed using weighted means and rankings. These mean ranges employed:

<b>Scale</b>	<b>Mean Ranges</b>	<b>Level of Attitude</b>	<b>Interpretation</b>	<b>Descriptive Equivalent</b>
4	3.41-4.00	Very High (VH)	Strongly Agree	Highly favored
3	2.61-3.40	High (H)	Agree	Favored
2	1.81-2.60	Low (L)	Disagree	Unfavored
1	1.00-1.80	Very low (VL)	Strongly Disagree	Highly Unfavored

**Legend: 3.41-4.00 Very High (VH), 2.61-3.40 High (H), 1.81-2.60 Low (L) and 1.00-1.80 Very Low (VL)**

#### **1. 3.41 to 4.00 = Very High (VH) / Strongly Agree**

This level means that the people who answered the question have a very positive view of the statement. In terms of leadership style, it means that the leader's actions and behaviors are very clear and consistent. In terms of job satisfaction, it shows a very high level of satisfaction, with employees strongly agreeing that their organization is meeting their needs, expectations, and motivations. People who work at this level have good morale, trust, and interest in their jobs.

#### **2. 2.61 to 3.40 = High (H) / Agree**

This range shows that most people agree with the statement. It indicates that the leadership style or job satisfaction aspect is often noted and viewed favorably by employees. People see leaders as fair, helpful, and effective, and workers show motivation and a good attitude toward their work. There may be some small areas that could be better, but overall the leadership and job satisfaction environment is good and helps people do their best work.

#### **3. 1.81 to 2.60 = Low (L) / Disagree**

This range indicates that the people who answered don't agree with the statements. It shows that the leadership style or job satisfaction aspect is not often used or felt. Workers think that management styles are weak, that they don't get enough help, or that communication isn't working. This could mean that employees are unhappy with their jobs, have low morale, and aren't motivated, which can hurt productivity and the performance of the organization. These problems need to be fixed right away so that employee relations can get better.

#### 4. 1.00 to 1.80 = Very Low (VL) / Strongly Disagree

A very low rating means that you strongly disagree with the item and think it is very bad. This means that the leadership style or job satisfaction indicator is almost nonexistent or not seen at all. People who work at this level probably feel disengaged, have low morale, and aren't very motivated. People may think that leadership styles are ineffective, authoritarian, or not helpful. To improve the overall work environment, managers need to take quick action, develop their leadership skills, and boost morale.

#### DEFINITION OF TERMS

To better understand some of the concepts used in this study, the following terminologies were operationally defined.

**Employee Job Satisfaction** – The level of fulfillment and contentment employees feel regarding their job, work environment, compensation, and leadership. This study measures job satisfaction using Spector's (2022) Job Satisfaction Survey (JSS) 2, focusing on factors such as compensation, work conditions, professional growth, and recognition.

**Laissez-Faire Leadership** – A hands-off leadership style where leaders provide minimal guidance and allow employees to make decisions independently. This leadership approach may lead to decreased employee motivation and job satisfaction if employees lack the necessary support.

**Leadership and Employee Engagement Development Action Plan** – this refers to the output of the study where it is a systematic set of strategies formulated from the study's findings to enhance leadership effectiveness and employee involvement in the workplace.

**Leadership Styles** – Refers to the approach and behavior of a leader in guiding, motivating, and managing employees. This study focuses on three leadership styles: transformational, transactional, and laissez-faire, based on Bass and Avolio's (1995) Multifactor Leadership Theory.

**Multifactor Leadership Theory** – A theory developed by Bass and Avolio (1995) that categorizes leadership styles into transformational, transactional, and laissez-faire leadership. This theory serves as the primary framework for analyzing leadership behavior in this study.

**Organizational Commitment** – The level of dedication and emotional attachment an employee has toward their organization. Employees with high organizational commitment are more likely to be motivated, productive, and satisfied with their work.

**Professional Growth** – The opportunities for career advancement, skill development, and learning experiences provided by an organization. Leadership styles that support employee growth can enhance job satisfaction.

**Transactional Leadership** – A leadership style based on structured rewards and punishments, where leaders set clear expectations, monitor performance, and reward employees for meeting goals. It is rooted in the exchange theory of leadership, emphasizing compliance and efficiency.

**Transformational Leadership** – A leadership style where leaders inspire and motivate employees by fostering a vision, encouraging innovation, and providing individualized support. This type of leadership has been associated with higher job satisfaction and employee engagement.

**Work Environment** – The physical and psychological conditions in which employees perform their job tasks, including office setup, organizational culture, and workplace relationships. A positive work environment contributes to higher job satisfaction

## Chapter 2

### PRESENTATION, DATA ANALYSIS AND INTERPRETATION

In this section of the thesis, the study's results are methodically presented, evaluated, and interpreted. The main goal is to convert unprocessed data into insightful knowledge that responds to the study questions and theories mentioned in the introduction. Using a combination of descriptive and inferential statistical techniques, the goal is to find trends, connections, and revelations that are essential to comprehending the phenomenon under studied.

### LEADERSHIP AND EMPLOYEE ENGAGEMENT

#### PROFILE OF THE RESPONDENTS

This part presents the demographic profile of the respondents in terms of their highest educational attainment, age, sex and tenure or length of service on the bank where they were currently employed.

#### 1.1 Managers'

##### 1.1.1 Highest Educational Attainment

Table 2 shows the greatest levels of education achieved by the managers who responded, highlighting their academic qualifications as they relate to their roles in the firm.

The table reveals that 50% of the managers hold a college degree. Next, 30% have pursued a master's program, though they haven't finished the coursework. In addition, twenty percent of the people surveyed have a master's degree. It's important to note that none of the managers have completed or even started a doctoral program. The observed distribution suggests that, while the executive staff has a solid academic background, there's still opportunity for higher study, notably at the graduate and post-graduate levels.

**Table 2**

#### **Highest Educational Attainment of the Manager Respondents**

<b>Highest Educational Attainment</b>	<b>f</b>	<b>%</b>
College Graduate	5	50.00
Master's Level	3	30.00
Master's Degree Graduate	2	20.00
Doctoral Level	0	0.00
Doctoral Degree Graduate	0	0.00
<b>total</b>	<b>10</b>	<b>100.00</b>

The educational background implies that the firm employs managers with a solid basic understanding. However, prospects for professional growth through graduate degrees are not being fully utilized. Therefore, higher academic achievement, particularly at the master's and doctoral levels, could improve leadership skills, analytical abilities, and the use of evidence in decision-making inside the business.

Samad et al. (2022) found that managers with higher education levels considerably improve organizational leadership effectiveness and employee happiness. This is because advanced education helps leaders develop better management and interpersonal skills. The current study's findings support the idea that investing in graduate education could improve managerial effectiveness.

##### 1.1.2 Age

Table 3 shows the age distribution of the managers surveyed. This information helps us understand their

generational background and how it might affect their leadership style and how engaged they are at work.

**Table 3**  
**Age of the Manager Respondents**

Age	f	%
61 years and above	0	0.00
51-60 years old	0	0.00
41-50 years old	0	0.00
31-40 years old	6	60.00
30 years old and below	4	40.00
<b>total</b>	<b>10</b>	<b>100.00</b>

The data shows a clear trend: most managers, 60% to be exact, fall within the 31–40 age range. The other 40% are younger, aged 30 or under. No participants were in the senior age groups, specifically those aged 41 and older. The data suggests that the managerial staff is mostly young, which implies that leadership positions are often given early in individuals' careers.

The relatively young demographic could provide a more dynamic and adaptable leadership environment, as younger managers generally show innovation and a willingness to embrace change. On the other hand, this could also signify a lack of leadership experience, which might influence the depth of decision-making and the ability to plan strategically for the long term.

This discovery aligns with Young's (2021) findings, which showed that younger leaders often had better digital skills and adaptability. However, they could need more mentoring to develop judgment based on experience. Therefore, leadership training that considers age differences could be good for improving managerial skills.

### 1.1.3 Sex

Table 4 shows the gender distribution of the managers surveyed, which reflects the gender balance in the organization's management.

**Table 4**  
**Sex of the Manager Respondents**

Sex	f	%
Male	6	60.00
Female	4	40.00
<b>total</b>	<b>10</b>	<b>100.00</b>

The data reveals a gender distribution among the managers: 60% are men, and 40% are women. Even though there are somewhat more men than women, the distribution implies that leadership opportunities are available to all genders inside the business.

The presence of female managers suggests progress in creating a more inclusive workplace for all genders. In contrast, the prevalence of male managers shows that greater efforts are needed to create equal chances in leadership development, empowerment, and the assignment of roles.

Similar to Delgado's (2024) findings, firms with gender-balanced management teams likely to see increased employee engagement and more diverse leadership viewpoints. This supports the idea that boosting women's leadership roles could further improve how well organizations function.

#### 1.1.4 Tenure or length of service

Table 5 shows how long the managers have been in their jobs, which helps us understand their experience in management.

The data reveals that a third of the managers have been in their roles for a single year. Another 30% boast two years of experience. In addition, ten percent of the group had been in their current positions for less than a year. Another ten percent had been in their roles for three years, and another ten percent for four years. Finally, ten percent had been in their positions for five years or more. The data suggests a workforce where the majority of managers are still finding their footing, and only a handful have a wealth of experience in leadership roles.

**Table 5**  
**Tenure or length of service of the Manager Respondents**

Tenure or length of service	f	%
Less than a year	1	10.00
1 year	3	30.00
2 years	3	30.00
3 years	1	10.00
4 years	1	10.00
5 years and above	1	10.00
<b>total</b>	<b>10</b>	<b>100.00</b>

The high number of managers with shorter tenures suggests that the organization might have recently undergone restructuring, promotions, or quick growth. While new leaders can provide fresh insights, their limited time in office might also impact an organization's stability and its capacity to continue operating. Therefore, strengthening managerial training programs and mentoring systems could assist new leaders perform better.

Onoriode and Samuel (2023) found that leadership confidence, team trust, and organizational performance all increased with longer management tenure. New leaders sometimes encounter more hurdles when adjusting to their roles, which makes growth programs crucial for improving their leadership effectiveness.

## 1.2 Employees'

### 1.2.1 Highest Educational Attainment

Table 6 shows the greatest educational levels achieved by the employee responses. This information helps us understand their academic backgrounds and qualifications within the firm.

**Table 6**  
**Highest Educational Attainment of the Employee Respondents**

<b>Highest Educational Attainment</b>	<b>f</b>	<b>%</b>
College Graduate	41	82.00
Master's Level	9	18.00
Master's Degree Graduate	0	0.00
Doctoral Level	0	0.00
Doctoral Degree Graduate	0	0.00
<b>total</b>	<b>50</b>	<b>100.00</b>

The figures reveal a workforce heavily populated by individuals with higher education. A substantial 82% of employees hold college degrees, while 18% have gone on to earn master's degrees. Interestingly, the staff lacks both finished master's degrees and any doctoral-level qualifications. This suggests that although the workforce generally has a good undergraduate education, a very small number have pursued advanced degrees.

The educational background implies that the firm has a workforce with the necessary academic qualifications for both entry-level and mid-level jobs. On the other hand, the small number of people obtaining advanced degrees could hinder the organization's ability to develop specialized knowledge, research-based processes, and advanced professional skills. Encouraging ongoing education or offering funding for graduate studies can help employees grow and improve an organization's competitive position.

These findings correlate with Deming's (2021) study, which showed that employees with more education frequently perform better at work, think more analytically, and make better decisions. Organizations that promote ongoing professional development often see a more skilled and adaptable workforce as a result.

### 1.2.2 Age

Table 7 displays the age distribution of the employee participants, indicating the generational structure of the workforce.

**Table 7**  
**Age of the Employee Respondents**

<b>Age</b>	<b>f</b>	<b>%</b>
61 years and above	0	0.00
51-60 years old	0	0.00
41-50 years old	0	0.00
31-40 years old	32	64.00
30 years old and below	18	36.00
<b>total</b>	<b>50</b>	<b>100.00</b>

The data reveals that a significant portion of the workforce, 64%, is between the 31–40 age bracket. Conversely, 36% of employees are aged 30 or younger. None of the respondents were in the older age

groups, specifically those aged 41 and above. The workforce, it seems, skews heavily toward younger and middle-aged individuals.

A younger workforce could potentially create a more dynamic, adaptable, and technologically advanced work environment. In contrast, the absence of experienced staff could hinder mentorship possibilities and the passing on of expertise. The current age distribution shows a need for organized training programs and ongoing professional development. This is to address the lack of extensive work experience among the current workforce.

Kaur's (2024) research supports this idea. It shows that younger employees are often open to new ideas and can adjust to change. However, they might need ongoing mentoring to develop good decision-making skills and the ability to handle stress at work. Therefore, leadership assistance and coaching are vital for realizing the potential of a young workforce.

### 1.2.3 Sex

Table 8 shows the gender breakdown of the employees who answered the survey, which helps us understand the organization's gender balance.

**Table 8**  
**Sex of the Employee Respondents**

<b>Sex</b>	<b>f</b>	<b>%</b>
Male	19	38.00
Female	31	62.00
<b>total</b>	<b>50</b>	<b>100.00</b>

The data reveals a workforce composition of 62% female and 38% male employees. The data demonstrates that women make up a large part of the workforce, which reflects their active participation in various jobs within the business.

The findings imply a workplace that includes all genders and has a significant presence of women. This could help create a stronger company culture, as different gender groups frequently lead to enhanced communication, collaboration, and relationships amongst people. However, this discrepancy also highlights the significance of creating gender-sensitive policies and providing equal chances for all employees, regardless of their sex.

Lubis's (2024) research suggests that firms with more women in the workforce likely to see favorable results in cooperation, employee engagement, and workplace communication. Gender diversity is often seen as a strength, which can improve both workplace productivity and the overall atmosphere in a business.

### 1.2.4 Tenure or length of service

Table 9 shows how long the employee respondents have worked, which indicates their experience and how long they've been with the organization.

**Table 9**  
**Tenure or length of service of the Employee Respondents**

<b>Tenure or length of service</b>	<b>f</b>	<b>%</b>
Less than a year	2	4.00
1 year	10	20.00

2 years	22	44.00
3 years	8	16.00
4 years	7	14.00
5 years and above	1	2.00
<b>total</b>	<b>50</b>	<b>100.00</b>

The data shows that the most significant segment of the workforce, 44%, has been with the company for two years. Next, we see that 20% of the workforce has been with their current employer for a year. Sixteen percent have stuck around for three years, while fourteen percent have been on the job for four. Finally, a small group, just 4%, have been working for less than a year. Only two percent of the organization's employees have been with the company for five years or longer. This suggests a workforce largely composed of newcomers, with only a few of individuals bringing extensive tenure within the company.

The presence of several employees with short to moderate tenure signals a workforce that might still be adjusting to the organization's systems and expectations. It could also suggest a workforce that's constantly on the move, or perhaps a recent surge in hiring. Consequently, bolstering onboarding procedures, investing in professional growth opportunities, and implementing effective retention plans could be essential for fostering a stable workforce and encouraging sustained employee commitment.

In keeping with George's (2023) research, there's a good connection between how long employees stay with a company and their dedication to the organization, as well as their job performance. Employees with longer tenures sometimes show greater institutional knowledge and better loyalty. Therefore, keeping employees and fostering their professional growth could boost overall workplace performance.

## 2. LEADERSHIP STYLE OF THE MANAGERS

### 2.1. Transformational Leadership

Table 10 shows how the respondents assessed the managers' transformational leadership style. This assessment focused on how well leaders inspired, motivated, and supported their staff in reaching their goals.

**Table 10**  
**Transformational Leadership**

Statements	X	SD	C
1. Inspires me with a vision of what we can accomplish.	3.80	0.42	SA
2. Encourages me to think creatively and find new solutions to problems.	3.50	0.53	SA
3. Treats me as an individual rather than just a team member.	3.50	0.53	SA
4. Motivates me to do more than I thought I could.	3.60	0.52	SA
5. Sets a good example for others to follow.	3.60	0.57	SA
<b>Overall Weighted Mean</b>	<b>3.60</b>	<b>0.51</b>	<b>SA</b>

Legend:

3.41-4.00 = Strongly Agree (Very High); SD < 0.08 = Very Low Variability

2.61-3.40 = Agree (High); 0.09-0.10 = Low Variability

1.81-2.60 = Disagree (Low); 0.11-0.12 = Moderate Variability

1.00-1.80 = Strongly Disagree (Very Low); SD > 0.12 = High Variability

The results demonstrate that all transformational leadership claims earned descriptive interpretations of Strongly Agree. The overall weighted mean was 3.60, indicating a very high level of transformational leadership. The statement that received the highest rating, "Inspires me with a vision of what we can accomplish" ( $X = 3.80$ ), suggests that managers are excellent at communicating important goals. Other desirable actions include inspiring employees to exceed expectations ( $X = 3.60$ ) and showing a good example for others to follow ( $X = 3.60$ ). The results indicate that managers show significant transformational leadership abilities, including individualized attention, intellectual stimulation, and inspirational motivation. A standard deviation of 0.51 suggests little variability, suggesting that employee responses were consistent.

The results show that managers effectively use transformational leadership, which can lead to improved employee engagement, increased innovation, and greater job satisfaction. When employees see their leaders as helpful, visionary, and encouraging, it helps build cooperation and strengthens their commitment to the organization.

These findings correlate with Davis’s (2023) research, which underlined that transformational leadership improves employee morale, builds trust, and raises job performance. This is achieved by encouraging followers to put the group's goals ahead of their own.

## 2.2. Transactional Leadership

Table 11 shows how the participants viewed the managers' transactional leadership characteristics, which focus on rewards, following orders, and performance monitoring.

**Table 11**  
**Transactional Leadership**

Statements	X	SD	C
Transactional Leadership			
1. Clearly explains what I will get in return for meeting job expectations.	2.90	0.57	A
2. Monitors my performance and provides immediate feedback.	2.80	0.63	A
3. Rewards employees who perform well.	2.80	0.63	A
4. Takes corrective action when work is not up to standard.	2.70	0.48	A
5. Emphasizes completing tasks according to set rules and policies.	2.70	0.67	A
<b>Overall Weighted Mean</b>	<b>2.78</b>	<b>0.60</b>	<b>A</b>

The results show a weighted average of 2.78, which is considered "Agree (High)," indicating a modest use of transactional leadership. The statement with the highest rating, "Clearly explains what I will get in return for meeting job expectations" ( $X = 2.90$ ), suggests that managers are expected to clearly communicate the incentives and punishments related to job performance. Additionally, the behaviors of monitoring performance ( $X = 2.80$ ), praising good performance ( $X = 2.80$ ), and taking remedial action ( $X = 2.70$ ) were also regarded as being practiced to a significant degree. A standard deviation of 0.60 indicates a moderate level of variability, suggesting that employees' experiences with transactional leadership varies somewhat throughout departments.

The results imply that managers use transactional methods to assure compliance and task completion, which helps to create structure and accountability in the workplace. On the other hand, relying solely

on transactional procedures could potentially hinder innovation and reduce intrinsic drive. It's vital to balance this with transformational approaches.

Pineda (2022) suggested that transactional leadership is useful in preserving stability and establishing job requirements, mostly through the use of rewards and punishments. In contrast, Nurlina (2022) discovered that transactional leadership behaviors, especially those involving rewards given for specific actions, can boost performance in the short term. However, they are less effective than transformational leadership in generating long-term involvement.

### 2.3. Laissez-faire Leadership

Table 12 shows how the participants evaluated Laissez-faire leadership, which is characterized by a lack of active involvement or intervention by managers.

The overall weighted mean of 1.68, which is translated as Strongly Disagree (Very Low), suggests that managers don't use laissez-faire leadership. Employees strongly disagreed with statements about avoiding decisions ( $X = 1.50$ ), being absent when needed ( $X = 1.40$ ), and not providing direction ( $X = 1.50$ ). The only aspect that drew a "Disagree" rating was the idea of people working independently with little oversight ( $X = 2.40$ ). This implies some degree of autonomy, though not a complete lack of guidance. The overall standard deviation of 0.56 suggests a substantial amount of variation in the responses. However, the results consistently reveal that managers are neither passive nor uninvolved.

**Table 12**  
**Laissez-faire Leadership**

Statements	X	SD	C
11. Avoids making decisions whenever possible.	1.50	0.53	SD
12. Is absent when important decisions need to be made.	1.40	0.52	SD
13. Does not provide clear instructions or guidance.	1.50	0.53	SD
14. Allows employees to work on their own with minimal supervision.	2.40	0.70	D
15. Avoids getting involved in resolving workplace conflicts.	1.60	0.52	SD
<b>Overall Weighted Mean</b>	<b>1.68</b>	<b>0.56</b>	<b>SD</b>

The results imply that employees see their bosses as active, involved leaders who participate in making decisions and resolving conflicts. A structured and organized workplace is supported by the absence of laissez-faire inclinations.

Lundmark et al. (2022) found that laissez-faire leadership is commonly associated to employee stress, unclear job roles, and poor performance. The relatively low level of laissez-faire leadership seen in this study is a positive sign, indicating an organizational culture that emphasizes effective supervision and assistance.

### Summary of the Indicators for Leadership Styles of the Managers

Table 13 summarizes the overall outcomes for the three leadership styles studied: transformational, transactional, and laissez-faire.

**Table 13**  
**Summary of the Indicators**

Indicators	Weighted Average Mean	SD	Descriptive Interpretation
Transformational Leadership	3.60	0.51	Strongly Agree (Very High)
Transactional Leadership	2.78	0.60	Agree (High)
Laissez-Faire Leadership	1.68	0.56	Strongly Disagree (Very Low)
<b>Over-all Weighted Average Mean</b>	<b>2.69</b>	<b>0.55</b>	<b>Agree (High)</b>

Based on the summary, transformational leadership obtained the highest grade, with a weighted mean of 3.60, which is considered very high. This indicates that managers often display leadership characteristics that inspire and motivate. Transactional leadership, with a mean score of 2.78, indicates a high level of structured and performance-based management. The laissez-faire leadership style obtained the lowest score, 1.68, which is considered very low. This suggests that managers don't usually show passive leadership practices. The overall weighted mean of 2.69, which is considered high, suggests that managers tend to use active and successful leadership methods, with transformational leadership being the most common strategy.

The prevalence of transformational leadership, coupled with transactional approaches and a scarcity of laissez-faire behaviors, implies that the leadership context fosters employee motivation, innovation, and organizational advancement. This pairing boosts employee involvement and lessens problems stemming from leadership.

Cooper et al. (2023) suggest that good leadership typically combines transformational and transactional elements, which helps organizations perform at their best. The current study's findings support the idea that combining strong transformational leadership with structured transactional procedures boosts both motivation and accountability.

### 3. EMPLOYEE JOB SATISFACTION

#### 3.1. Work Environment

Table 14 displays the employees' job satisfaction, concentrating on their work environment. This includes physical conditions, available resources, workload, and work-life balance.

**Table 14**  
**Work Environment**

Statements	X	SD	C
1. I am satisfied with the physical conditions of my workplace.	3.50	0.51	SA
2. My work environment allows me to perform my job efficiently.	3.44	0.50	SA
3. I have access to the necessary tools and resources to complete my tasks.	3.44	0.50	SA
4. My workload is manageable and well distributed.	3.54	0.50	SA
5. I am able to maintain a healthy work-life balance.	3.56	0.50	SA
<b>Over-all Weighted Mean</b>	<b>3.50</b>	<b>0.50</b>	<b>SA</b>
<i>Legend: 3.41-4.00 Strongly Agree (SA), 2.61-3.40 Agree (A), 1.81-2.60 Disagree (D), 1.00-1.80 Strongly Disagree (SD)</i>			

The total weighted mean of 3.50, which corresponds to a "Strongly Agree" (Very High) rating, suggests that employees are quite content with their work environment. Employees generally agree that their workplace has adequate physical conditions ( $X = 3.50$ ), allows them to perform quickly ( $X = 3.44$ ), and offers the necessary equipment and resources ( $X = 3.44$ ). Moreover, employees find their workload moderate ( $M = 3.54$ ) and report a good work-life balance ( $M = 3.56$ ). A standard deviation of 0.50 suggests that the responses were quite consistent. This implies that most participants reported similar pleasant experiences in their work environment.

A supportive workplace does wonders for how much employees get done, how they feel, and whether they stick around. The findings suggest the firm cultivates a positive work environment, one that encourages both drive and productivity.

Donley (2021) suggests that a positive work environment boosts both job performance and satisfaction. Similarly, Leblebici (2012) shows the considerable impact of physical conditions and proper resource allocation on staff morale and participation.

### 3.2 Compensation

Table 15 indicates how satisfied the participants were with the organization's compensation, including salary fairness, perks, incentives, and chances for financial progress.

**Table 15**  
**Compensation**

Statements	X	SD	C
1. I feel that my salary is fair for the work I perform.	3.46	0.50	SA
2. The benefits I receive meet my personal and professional needs.	3.36	0.48	A
3. I am satisfied with the organization's reward and incentive system.	3.48	0.50	SA
4. My compensation reflects my skills, experience, and contribution.	3.50	0.51	SA
5. I am content with the opportunities for financial growth in this organization.	3.38	0.49	A
<b>Over-all Weighted Mean</b>	<b>3.44</b>	<b>0.50</b>	<b>SA</b>

An overall weighted mean of 3.44, which is read as Strongly Agree (Very High), shows a high level of satisfaction with the remuneration. The data shows that employees think their pay is fair ( $X = 3.46$ ) and are satisfied with the reward system ( $X = 3.48$ ). They also believe their compensation accurately represents their talents and contributions ( $X = 3.50$ ). Two areas, meanwhile, showed some possibility for progress. Benefits that met personal needs ( $X = 3.36$ ) and prospects for financial advancement ( $X = 3.38$ ) both garnered an Agree grade. The standard deviation of 0.50 implies that how people perceive their pay is consistent among the group surveyed.

Offering competitive salaries and benefits boosts employee motivation and minimizes the likelihood of them leaving their jobs. The findings show that while pay is generally satisfactory, enhancing perks and increasing chances for financial advancement could further enhance employee happiness.

Saeed et al. (2023) underline the direct impact of salary on employee satisfaction and commitment. Moreover, Cullen (2024) discovered that fair pay considerably reduces the likelihood of employees leaving their jobs.

### 3.3. Job Recognition and Growth

Table 16 shows the results of a study on job happiness, focusing on recognition, feedback, career advancement, and personal fulfillment.

**Table 16**  
**Job Recognition and Growth**

Statements	X	SD	C
1. I feel appreciated by my supervisor for the work I do.	3.52	0.50	SA
2. I receive regular feedback that helps me improve my performance.	3.34	0.48	A
3. I have sufficient opportunities for career advancement and development.	3.46	0.50	SA
4. My accomplishments at work make me feel fulfilled.	3.40	0.49	A
5. I receive recognition when I achieve or exceed work expectations.	3.56	0.50	SA
<b>Over-all Weighted Mean</b>	<b>3.46</b>	<b>0.50</b>	<b>SA</b>

The overall weighted mean of 3.46, which is read as Strongly Agree (Very High), indicating a high level of employee satisfaction with work recognition and prospects for advancement. Employees feel respected by their superiors, with an average score of 3.52. They also believe there are prospects for promotion, with an average score of 3.46, and that their accomplishments are recognized, with an average score of 3.56. Regular feedback (X = 3.34) and personal fulfillment (X = 3.40) both received "Agree" ratings, highlighting opportunities for leadership to bolster staff growth and development.

Acknowledgment and chances to advance fuel motivation, boost production, and strengthen dedication to the organization. The findings imply that while recognition practices are already good, enhancing feedback channels could further boost employee development.

Herzberg's Two-Factor Theory, introduced in 1959, suggests that recognition and opportunities for progress are major factors in job happiness (Hasan & Mishra, 2025). Furthermore, Radu's 2023 study indicated that developmental feedback greatly improves both employee performance and job happiness.

### 3.4. Work Relationship

Table 17 shows how satisfied employees are with their working relationships, including teamwork, communication, and how they feel about their supervisors.

The overall weighted mean of 3.52, which indicates a Strongly Agree (Very High) level of agreement, reveals that employees are quite content with their workplace connections. The respondents reported having positive relationships with their coworkers (X = 3.42), receiving respectful treatment from their superiors (X = 3.50), and experiencing open communication (X = 3.48). Teamwork and collaboration received the highest rating (X = 3.68), showing a strong sense of unity and cooperation within the organization.

**Table 17**  
**Work Relationship**

Statements	X	SD	C
1. I maintain a positive working relationship with my colleagues.	3.42	0.50	SA
2. My supervisor treats me with respect and fairness.	3.50	0.51	SA
3. Communication among team members is open and supportive.	3.48	0.50	SA

4. I can rely on my coworkers for assistance when needed.	3.52	0.50	SA
5. Collaboration and teamwork are encouraged in my workplace.	3.68	0.47	SA
<b>Over-all Weighted Mean</b>	<b>3.52</b>	<b>0.50</b>	<b>SA</b>

Positive interactions provide a supportive environment, which fosters productivity, decreases workplace stress, and improves job satisfaction. A healthy company culture is often shown by strong teamwork and good communication.

Sulistiani and Sipakoly (2024) suggest that strong interpersonal ties and effective teamwork considerably affect how well a group performs. Robbins and Judge (2017) also underline the importance of good communication in the workplace for boosting job satisfaction.

### 3.5 Organizational Commitment

Table 18 displays the employees' job satisfaction, focusing on their commitment to the firm. This includes emotional attachment, motivation, and their plan to stay with the company.

**Table 18**  
**Job Recognition and Growth**

Statements	X	SD	C
1. I feel motivated to give my best effort for this organization.	3.64	0.48	SA
2. I am proud to be part of this organization.	3.40	0.49	A
3. I believe in the mission and goals of this organization.	3.56	0.50	SA
4. I am willing to recommend this organization as a great place to work.	3.42	0.50	SA
5. I intend to stay with this organization for many years.	3.48	0.50	SA
<b>Over-all Weighted Mean</b>	<b>3.50</b>	<b>0.50</b>	<b>SA</b>

The total weighted mean of 3.50, which is read as Strongly Agree (Very High), suggests that employees show a high level of devotion to the firm. Participants showed a strong desire to do their best (X = 3.64), a good understanding of the organization's mission and aims (X = 3.56), and a willingness to recommend the organization to others (X = 3.42). The statement "I am proud to be part of this organization" (X = 3.40) received an Agree rating. This indicates a chance to bolster the sense of pride within the organization.

When employees are highly committed, attrition rates drop, productivity climbs, and the organization itself becomes more stable. The results suggest that employees are willing to invest in their work over time, which then helps the firm as a whole.

Meyer and Allen's (1991) Three-Component Model of Commitment suggests that affective commitment is a powerful predictor of employee retention and performance (Azdha et al. , 2023). Mardanov's 2021 study demonstrated a favorable connection between organizational commitment and both work satisfaction and motivation.

### Summary of the Indicators for Level of Employee Job Satisfaction

Table 19 summarizes the five factors that affect employee job satisfaction: the work environment, pay, recognition and chances for advancement, workplace relationships, and loyalty to the company.

**Table 19**  
**Summary of the Indicators**

Indicators	Weighted Average Mean	SD	Descriptive Interpretation
Work Environment	3.50	0.50	Strongly Agree (Very High)
Compensation	3.44	0.50	Strongly Agree (Very High)
Job Recognition and Growth	3.46	0.50	Strongly Agree (Very High)
Work Relationship	3.52	0.50	Strongly Agree (Very High)
Organizational Commitment	3.50	0.50	Strongly Agree (Very High)
<b>Over-all Weighted Average Mean</b>	<b>3.48</b>	<b>0.50</b>	<b>Strongly Agree (Very High)</b>

The results showed that all five indicators obtained "Strongly Agree" (Very High) ratings, with weighted averages ranging from 3.44 to 3.52. The work connection received the top score, with an average of 3.52. Compensation, on the other hand, garnered the lowest grade, at 3.44. The total weighted mean of 3.48, which is considered "Very High," implies that employees are generally quite satisfied with their jobs across all areas.

A workplace where people are happy with their jobs often reflects a positive environment. This is usually the result of good leadership, clear communication, and procedures that help employees feel supported. When employees feel this way, it boosts their performance, strengthens their commitment, and ultimately helps the organization thrive.

Bung (2023) suggests that job happiness is a key factor influencing how people behave at work, their dedication, and their overall productivity.

#### 4. SIGNIFICANT RELATIONSHIP BETWEEN THE LEADERSHIP STYLES AND EMPLOYEE JOB SATISFACTION

Table 20 shows the statistical analysis of the association between managers' leadership styles and their workers' job satisfaction. The table presents the calculated r-value and p-value, which were used to assess if leadership style significantly affects employee job satisfaction, with a significance level of 0.05.

**Table 20**  
**Significant relationship between Leadership Styles and Employees' level of job satisfaction**

Variables		r-value	P-value	Decision	Interpretation
Leadership Style	Employee Job Satisfaction	<b>0.276</b>	<b>0.439</b>	<b>Do not reject Ho</b>	<b>Not Significant</b>
<i>Level of Significance = 0.05</i>					

Legend:

<b>r-value</b>	<b>Interpretation</b>
$\pm 0.00$ - $\pm 0.20$	<i>Slight correlation, almost negligible relationship</i>
$\pm 0.21$ - $\pm 0.40$	<i>Slight high correlation, definite but small relationship</i>
$\pm 0.41$ - $\pm 0.60$	<i>Moderate correlation, substantial relationship</i>
$\pm 0.61$ - $\pm 0.80$	<i>High correlation, marked relationship</i>

$\pm 0.81 - \pm 1.00$       *Very high correlation, very dependable relationship*

The computed r-value of 0.276, which lies between +0.21 to +0.40, indicates a small positive correlation. This suggests a definite, but not very strong, association. Therefore, while a positive relationship exists between leadership style and employee work satisfaction, the strength of this relationship is not very strong.

In contrast, the p-value of 0.439 is greater than the 0.05 significance level. Therefore, the option is to "Do not reject  $H_0$ ," indicating that the data does not show a statistically significant association between the leadership styles studied and the job happiness of the employees surveyed. Although there's a slight connection between leadership style and job happiness, it's not strong enough to be considered statistically important.

The data suggest that, in the firm analyzed, leadership style alone doesn't significantly impact how satisfied employees are with their jobs. Other elements, including as pay, the work atmosphere, recognition, and chances for professional advancement, might have a greater impact on how satisfied individuals are. This observation also shows that employees might have acclimated to different leadership styles, or that the leadership tactics used aren't varied enough to produce a noticeable influence. Therefore, for effective management, enhancing job satisfaction could require a comprehensive approach. This approach would go beyond only leadership style, including organizational policies, support systems, and staff development programs.

Several research support the idea that leadership style might not significantly affect job satisfaction in various situations. Goenaga (2024) found that the connection between leadership style and job satisfaction isn't always straightforward. This is especially true when employees' internal motives and workplace circumstances are more influential. In a similar vein, Sriadmitum's (2023) research revealed a minimal relationship between leadership style and work satisfaction, with salary and organizational atmosphere exerting a more significant influence. Furthermore, Reyaz (2024) stressed that job satisfaction is a complex concept, and its causes go beyond only leadership styles. Therefore, the study's results support the idea that leadership style, even while it has a little connection to job satisfaction, doesn't significantly predict it

## CHAPTER 3

### SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter deals with the summary, findings, conclusions, recommendations as well as the findings and implications generated of the study. Problems and queries raised in the statement of the problem were answered in the order of problem.

### SUMMARY

This study aimed to examine the effective leadership and employee engagement: a study of style and satisfaction in a workplace situated at Suba, Bantayan, Cebu for the Second Semester Calendar Year 2025 – 2026, basis for a proposed Leadership and Employee Engagement Development Action Plan. A quantitative, descriptive-correlational method was employed, utilizing an adapted survey questionnaire to collect data from all 50 employees and 10 managers at the selected local banks.

## FINDINGS

Anchored on the results of this study, the findings were summarized as follows:

This study examined the leadership styles of managers and how they related to employee job satisfaction. The data showed that most managers had a college degree, were between 31 and 40 years old, were primarily male, and had worked for the business for one to two years. In contrast, the employees were mainly college graduates, aged 31 to 40, generally women, and had worked there for two years. Managers were most frequently assessed as transformational leaders, showing a strong consensus on their ability to create a motivating vision, inspire their teams, model desired behaviors, and encourage innovation. Transactional leadership was scored highly, whereas laissez-faire leadership received a relatively low rating. This suggests that managers rarely avoid making decisions or providing monitoring. The organization primarily uses a transformational leadership style.

The data showed consistently high levels of job satisfaction among employees, as measured by several factors: the work environment, pay, recognition and opportunities for advancement, connections with coworkers, and dedication to the firm. Employees strongly agreed that their work environment, the tools they used, their workload, and their work-life balance all helped them perform well. Most employees thought their pay was fair and reflected their work. Additionally, they showed high appreciation for recognition programs, chances for professional growth, positive connections with coworkers and supervisors, and a sense of pride and dedication to the organization.

Finally, the correlation analysis showed that the computed r-value of 0.276 indicated a minor positive association between leadership styles and job satisfaction. However, this relationship was not statistically significant ( $p = 0.439$ , which is greater than 0.05). Therefore, the leadership styles used by managers did not significantly affect employee work satisfaction in this particular situation. Employee happiness, which is often high, could be due to variables beyond just how leaders behave. These factors could include company rules, the work environment, personal goals, or the rewards offered. The study's findings reveal that even with the widespread use of transformational leadership, job satisfaction remains high, independent of the leadership style used. This highlights the importance of other factors in determining employee satisfaction.

## Conclusion

It can be concluded that although organizational managers largely demonstrate transformational leadership qualities, including the articulation of an inspiring vision, the modeling of desirable conduct, and the encouragement of innovation, these leadership approaches exert a negligible, statistically non-significant influence on employee job satisfaction. Employees consistently reported high satisfaction with their work environment, pay, recognition, opportunities for advancement, and relationships with colleagues. This suggests that factors beyond leadership, such as organizational policies, work conditions, and personal motivations, significantly influence overall satisfaction.

## Recommendations

On the basis of the findings, conclusions and implications, the following recommendations should be considered:

- To boost employee happiness and overall company success, management should keep fostering transformational leadership.
- Companies should pay attention to other important factors that impact employee well-being.

- Regularly assessing compensation and benefits is key. So is fostering a supportive and inclusive workplace.
- Offering ongoing professional development, bolstering recognition programs, and promoting a healthy work-life balance are also vital.
- Future research might explore other elements that influence employee happiness, which would help create a more complete knowledge of what motivates a staff.

## Chapter 4

### LEADERSHIP AND EMPLOYEE ENGAGEMENT DEVELOPMENT ACTION PLAN

This chapter deals with the Leadership and Employee Engagement Development Action Plan based on the findings that Leadership style has a slight and statistically insignificant relationship with employee job satisfaction.

#### Rationale:

Effective leadership is crucial for creating a healthy work environment and boosting employee engagement. In contrast, the study "Effective Leadership and Employee Engagement in a Workplace: A Study of Style and Satisfaction" found that leadership style had a small and statistically negligible association with employee work satisfaction. This implies that while leadership does increase engagement, current leadership methods aren't enough to significantly boost employee satisfaction and productivity.

Based on these results, a structured development strategy is needed. This plan should build leadership skills, improve communication, and include engagement tactics that empower people. By implementing focused strategies like leadership training, mentorship initiatives, regular communication, and recognition programs, the organization may foster more robust relationships between its leaders and the workforce. The goal of this plan is to close the existing gaps, foster a supportive and collaborative environment, and, in the end, boost workplace engagement and satisfaction for everyone.

#### Program Objectives:

- To prepare leaders with the necessary abilities in communication, emotional intelligence, decision-making, and supportive leadership practices. These skills are intended to improve employee motivation and satisfaction.
- To establish consistent, transparent, and effective communication channels that allow employees to express problems, give feedback, and feel heard by leadership.
- To encourage active participation hinges on feedback mechanisms, opportunities for input in decisions, and joint projects. These elements foster a sense of ownership and dedication.
- To foster a workplace where employees feel valued, and to see a rise in morale, productivity, and overall job satisfaction.
- To foster employee well-being, collaboration, and professional development is the goal. This will be achieved through wellness programs, mentoring initiatives, team-building exercises, and inclusive workplace practices.
- To foster ongoing enhancement, it's essential to evaluate the impact of leadership initiatives, engagement strategies, and the overall shifts in workplace satisfaction and performance.

**LEADERSHIP AND EMPLOYEE ENGAGEMENT DEVELOPMENT ACTION PLAN**

<b>Objectives</b>	<b>Activity</b>	<b>Strategy</b>	<b>Person Responsible</b>	<b>Time Frame</b>	<b>Budget/Materials Needed</b>	<b>Success Indicator</b>
Enhance leadership competencies to improve workplace engagement.	Conduct leadership skills enhancement training (communication, emotional intelligence, team management).	Facilitate workshops and coaching programs to build leadership competencies.	HR Officer, Department Heads	June – July	₱15,000 (Training materials, projector, speaker system, manuals)	Leaders demonstrate improved management skills and apply effective leadership strategies.
Strengthen leader–employee communication to promote trust and openness.	Implement regular team meetings, coaching sessions, and feedback conversations.	Establish a structured communication framework and feedback mechanism.	Supervisors, Department Heads	August – May	Minimal cost (Meeting materials, communication platforms)	Employees report better clarity, transparency, and communication with leaders.
Increase employee participation and involvement in organizational activities.	Conduct engagement surveys, suggestion drives, and participatory planning sessions.	Promote participatory decision-making and employee involvement strategies.	HR Officer, Team Leaders	August – May	₱10,000 (Survey forms, printed materials, digital tools)	Higher employee participation in organizational programs and decision-making.
Improve employee recognition and reward mechanisms.	Establish monthly and quarterly employee recognition programs.	Create a recognition and reward system to motivate employees.	HR Officer, Admin Office	June – March	₱20,000 (Certificates, tokens, digital announcement tools)	Employees feel valued and show improved motivation and job performance.
Develop a supportive and positive workplace environment.	Conduct wellness activities, mentoring programs, and team-building sessions.	Integrate wellness and mentorship initiatives into workplace culture.	HR Office, Department Heads	September – April	₱30,000 (Venue, materials, refreshments)	Employees experience reduced stress and improved well-being, participation increases.
Monitor and evaluate the impact of	Conduct assessments through	Implement monitoring and evaluation	Monitoring Committee, HR Officer	November – May	₱10,000 (Survey tools, documentation)	Improved employee engagement

leadership and engagement initiatives.	feedback, performance indicators, and surveys.	tools to measure progress.			materials)	scores and evidence of leadership development.
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