

LEADERSHIP Styles and Organizational Climate as Drivers of Employee Retention among Banana Corporations in Sto. Tomas, Davao Del NORTE

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ABSTRACT

Retaining employees is essential for upholding organizational stability, cutting expenses associated with hiring new staff, and conserving institutional knowledge and experience. The purpose of this descriptive-correlational study was to determine which domain of leadership styles and organizational climate drives employee retention among the 344 employees of the banana corporations in Sto. Tomas, Davao del Norte. The researcher used the descriptive-correlational research design. Sets of adapted survey questionnaires were used in this study. Data were analyzed using descriptive and inferential statistics such as Pearson r and regression analysis. Results yielded that the level of leadership styles is very high, while the level of organizational climate is very high and the level of employee retention is also very high. In addition, transactional leadership, authoritative leadership, laissez-faire leadership, and organizational climate significantly correlate with employee retention. However, transformational leadership and employee retention do not significantly correlate with employee retention. Twenty-one percent of the variation in employee retention could be attributed to the combined influence of transactional leadership, authoritative leadership, laissez-faire leadership, and organizational climate.

KEYWORDS: *Business management, leadership styles, organizational climate, employee retention, descriptive-correlation, multiple regression, Davao del Norte, Philippines*

INTRODUCTION

One of the biggest problems that small and large organizations

throughout the world have experienced is employee retention (Edeh et al., 2021). According to Rao et al., (2018) and Aman-Ullah et al., (2020), every organization faces a crucial challenge in retaining employees, prompting managers to actively pursue solutions and determining effective strategies for retaining their valued workforce. Moreover, employee retention is identified as a significant and complex issue that organizations approach with caution, as it is one of the most critical challenges of the modern era (Iqbal et al., 2017). Ghulam et al., (2019) stated that in most developing nations, organizations struggle with the issue of poor employee retention. A significant number of employees opt to switch jobs and relocate to other countries, resulting in reduced employee retention (Najib et al., 2019). The organization faces a significant challenge when employees start opting for other companies that they find more appealing as workplaces (Tanwar et al., 2016). On the other hand, Lewis et al. (2016) stressed that employee retention is a complex and critical problem faced by businesses in different industries.

Despite the aforementioned issues, employee retention has significant social relevance as it contributes to various aspects of individual and societal well-being. Retaining employees leads to job security and stability, which gives employees a feeling of financial security and overall job happiness and encourages skill development and professional promotion, improving the long-term prospects of employees and fostering social mobility (Schoonover, 2021). Also, employee retention benefits organizations' productivity and success from a social standpoint, which in turn promotes economic growth and stability, opens possibilities for employment and strengthens the communities they serve (Mathis & Jackson, 2021). Moreover, retaining employees helps businesses fill open positions more quickly, which reduces unemployment rates in the society (Allen et al., 2019). Bloom et al. (2013) cited that industries can invest in training and development programs that enhance employees' abilities and skills, thereby enriching the talent pool available to society. This investment becomes feasible through improved employee retention, enabling organizations to nurture and utilize a skilled workforce effectively.

Leadership style can be influenced by various factors, such as the leader's personality, values, beliefs, and cultural background, which in turn can positively impact company dedication, workplace performance, organizational commitment, and workplace fulfillment (Nanjundeswaraswamy & Swamy, 2014). The role of a positive organizational climate in reducing employee turnover suggests that a supportive and positive work environment contributes to

employee retention (Schneider et al., 2018). In addition, the study of Laschinger et al. (2013) found that authentic leadership and a positive organizational climate were associated with employee retention and reduced burnout. Transformational leadership style has a substantial relationship with various individual and organizational factors. It positively influences employee retention and contributes to favorable organizational outcomes. (Chully & Sandhya, 2012). Further, employee retention was significantly impacted positively by transactional leadership, where leaders utilize transactional methods such as clear performance expectations, rewards, and recognition to raise employees' commitment to the company, which increases retention rates (Demirtas and Akdogan, 2015). Likewise, authoritative leadership had a positive effect on job satisfaction and a negative effect on intentions to leave the company where employees who felt their leaders were authoritatively reported higher levels of job satisfaction, which in turn decreased their intention to leave the company (Zopiatis et al., 2014).

Laissez-faire leadership was strongly associated with higher levels of burnout and lower job satisfaction because workers are more likely to feel unsupported and dissatisfied, which can increase the possibility that they will leave the company (Laschinger et al., 2012). Consequently, employee retention was significantly influenced positively by leadership style (Khalid et al., 2016). A strong positive correlation was observed between organizational climate and employee retention (Lan et al., 2020). Furthermore, Dwipayana et al. (2021) cited that the effect of leadership style on employee retention is significant and advantageous, which suggests that when a company adopts a more efficient leadership approach, eventually, it leads to a higher likelihood of employees choosing to remain with the organization.

Several recent types of research on labor turnover and employee retention were evaluated. It was discovered that these studies are looking into the reasons behind and consequences of employee retention in different industries. Moreover, there are numerous studies about how different forms of leadership affect employee performance in the organization, such as the study of Ko and Kang (2019). However, none of the research has specifically addressed which leadership styles and organizational climate drive employee retention, specifically in the municipality of Sto. Tomas, Davao del Norte. The researcher recognized this as a research gap, which encouraged the conduct of this study.

The findings of this study are intended to be shared at business

conferences and research forums, with a particular emphasis on employee retention within business enterprises. For a wider reach of the study's output, the research aims to disseminate it in national and international refereed journals. The researcher will also share the output of the study with professional organizations engaged in the banana industry. It is also equally important to disseminate the findings of the study in business conferences, forums, and symposia where educational discourses are encouraged. Moreover, the result of the study will be furnished to the library of the University of Immaculate Conception.

The purpose of this study was to determine how leadership style and organizational climate drives employee retention in banana corporations in Sto. Tomas, Davao del Norte. To be specific, this study sought the status of leadership styles, the level of organizational climate, the level of employee retention in banana corporations, and if there a significant relationship between Transformational Leadership and Employee Retention, and which among the Leadership Styles and Organizational Climate significantly drives employee retention in banana corporations in Sto. Tomas, Davao del Norte.

The study's conceptual framework indicates the relationship between the independent variables and the dependent variable. The independent variables are leadership styles and organizational climate, while the dependent variable is employee retention. The first independent variable in this study is leadership styles with the following indicators: transformational leadership refers to the strategy that involves how a leader encourages and inspires team members to promote positive change within an organization; transactional leadership refers to the method of motivating and directing followers using the use of rewards and penalties; authoritative leadership refers to a hands-on leadership style used to guide a business and its people, and; laissez faire leadership refers to refers to a hands-off leadership style in which leaders take a back seat and let people in the group make decisions. The second independent variable in this study is organizational climate with the following indicators namely: innovation refers to the production of new ideas or the refinement of existing ideas where every individual contributes ideas and solutions to workplace issues or problems; responsibility refers to the state or condition of being held responsible for one's actions, decisions, and responsibilities; standards refers to the collected knowledge of people who are experts in their field and understand the demands of the organizations they represent; rewards refers to a system in which people are recognized for their performance in either external or internal ways; clarity

refers to the degree to which employees understand their tasks, responsibilities, and work processes. Whereas the dependent variable which is employee retention has no indicators.

METHODS

Research Design

This study utilized a descriptive-correlational design. McCombes (2019) defined descriptive design as one that investigates variables without any manipulation. In this study, it was used to describe the status of leadership styles, organizational climate, and employee retention

Meanwhile, Tan (2014) defined correlational design as one that seeks to determine the relationship between two or more variables. This approach was employed to determine the relationship of leadership styles and organizational climate on employee retention. Aside from determining the relationship, it further tests whether leadership styles and organizational climate significantly drive employee retention.

Research Locale

The study was conducted in the municipality of Sto. Tomas, Davao del Norte, Philippines. As presented by the Philippine Statistics Authority (2018), a number of multinational firms and cooperatives engaged in banana-based commercial production are effectively operating in Santo Tomas, which is significant to the municipality's economic development. Santo Tomas was recognized as the second richest municipality in Davao Region on the list of the top 15 richest municipalities. Besides, it was classified by the Bureau of the Local Government Finance as the first-class municipality in terms of income. Because the economy has grown, there has been a significant increase in the establishment of various businesses, which have also contributed to employment in the municipality which was why the researcher opted to conduct the study in this locality. The research focused specifically on the two largest banana companies situated in the municipality of Sto. Tomas, Davao del Norte. These corporations were chosen due to their prominence in the area and their substantial employment of local workers.

Research Respondents

The respondents of the study were 344 employees of banana corporations. Moreover, this sample conforms with the recommendation of Hair et al. (2017) that 300 samples were already adequate for business research. The sample of 344 is composed of 217 from Company A and 127 from Company B.

Criteria were set in selecting the respondents based on their employment tenure where the researcher chose to focus on employees who have been with the business for a specific period of time, such as two years or more. Also, the researcher considered the job levels or positions such as rank and file and middle managers. Moreover, the researcher chose to include respondents from other departments or job categories in order to better understand the factors that influence retention in those areas.

Research Instruments

The research instrument has three parts and was adapted from different published journals. A 5-point Likert-type scale was used--5 as very high to 1 as very low. The first survey questionnaire for leadership style was adapted from Amussah (2020) in his study “Leadership Styles and Its Impact on Employee Performance,” with a Cronbach alpha result of 0.873. The questionnaire has 30 items and is categorized into four indicators. The second set of questions focused on the organizational climate with its indicators: innovation, responsibility, standards, rewards, and clarity where survey questionnaires were adapted from Putter (2010) in his study “Organizational Climate and Performance with a Cronbach alpha result of 0.838 comprised of five indicators and had 3 to 8 items per indicators. The third set of questions that measured the level of employee retention of the respondents where was adapted from Chatzoudes et al. (2022) in their study “Factors Affecting Employee Retention: Proposing an Original Conceptual Framework” with a Cronbach alpha result of .914 and has 6 item questions.

Data Gathering Procedure

The following steps were followed to gather the necessary data for the research. First, the researcher sought permission to conduct the research from the dean of the Graduate School of the University of the Immaculate Conception (UIC), Davao City, as well as from the heads of the research locale. The researcher also secured a research ethics compliance certificate from the UIC-Research Ethics Committee. Upon the release of the endorsement form, the researcher sought permission from the heads of the different departments of the banana corporations in Sto. Tomas, Davao del Norte, by writing a formal letter of request to conduct the study. The researcher personally oriented the respondents regarding the purpose of the study and gave them further instructions on how to go along with the research instrument (questionnaire). Moreover, the researcher obtained informed consent using REC form 0057, which was attached to the survey questionnaire. The data collection process took

place over a duration of two months, specifically from December 2023 to February 2024. The respondents were guaranteed that the researcher would keep their responses private as no names were displayed in any part of the study. The confidentiality of information gathered was maintained in accordance with the principles of the Data Privacy Act of 2012 or Republic Act 10173, which mandates transparency, legitimate purpose, and proportionality in collecting, retaining, and processing personal information.

Statistical Tools

The data gathered through the questionnaires were tallied and treated using the following statistical tools: Mean. This was used to determine the level of leadership styles, organizational climate, and employee retention among the banana corporations. Pearson-r Correlation. This was employed to determine the significant relationship between leadership style, organizational climate, and employee retention among banana corporations. Regression. This was used to determine which leadership styles and organizational climates significantly drive employee retention among banana corporations.

Ethical Statement

This study adhered to the ethical principles required by the University of the Immaculate Conception Research Ethics Committee (UIC-REC) Also, the researcher was deemed qualified in collaboration with the adviser and the panel members. There was a fair selection of respondents and they were provided with the informed consent, indicating that they understood the study's purpose, the procedures, and their right to withdraw at any time. The researcher made use of free access to the university's research databases and library resources.

RESULTS

Status of Leadership Style among Employees

Table 1

Leadership Styles as Rated by the Respondents

1.1 Transformational Leadership	Mean	SD	Description
Idealized Influence (II)			
1. Positive presence of the supervisor	4.66	0.47	Very high
2. Trustworthiness of the supervisor	4.49	0.50	Very high
3. Pride in the supervisor	4.42	0.49	Very high
Category Mean	4.52	0.23	Very high

Inspirational Motivation (IM)			
1. Supervisor's ability to express in a few simple words what his subordinates could and should do.	4.47	0.50	Very high
2. Supervisor's ability to provide appealing images about what his subordinates can do.	4.50	0.50	Very high
3. Supervisor's ability to help find meaning in the subordinates' work.	4.60	0.49	Very high
Category Mean	4.52	0.28	Very high
Intellectual Simulation (IS)			
1. The supervisor enables others to think about old problems in new ways.	4.54	0.50	Very high
2. The supervisor provides others with new ways of looking at puzzling things.	4.52	0.50	Very high
3. The supervisor gets others to rethink ideas that they had never questioned before.	4.51	0.50	Very high
Category Mean	4.52	0.30	Very high
Individual Consideration (IC)			
1. Supervisor's ability to help others develop themselves.	4.48	0.50	Very high
2. Supervisor's ability to let others know how he/she thinks we are doing.	4.59	0.49	Very high
3. Supervisor's ability gives personal attention to others who seem rejected.	4.52	0.50	Very high
Category Mean	4.53	0.31	Very high
Overall Mean	4.52	0.16	Very high
1.2 Transactional Leadership			
Contingent Reward (CR)			
1. Guidance on rewards for performance	4.69	0.46	Very high
2. Recognition and rewards for achieving goals	4.29	0.46	Very high
3. Highlighting rewards for accomplishments	4.38	0.49	Very high
Category Mean	4.46	0.22	Very high
Management by Exception (MBE)			

1. Satisfaction with meeting standards	4.49	0.50	Very high
2. Preference for maintaining the status quo	4.60	0.49	Very high
3. Communication of work standards	4.51	0.50	Very high
Category Mean	4.53	0.50	Very high
Overall Mean	4.49	0.18	Very high
1.3 Authoritative Leadership			
1. Belief in the need for close supervision	1.77	0.42	Very low
2. Motivation through rewards and punishments	4.70	0.46	Very high
3. Detection of subordinates' insecurities and need for direction	1.62	0.49	Very low
4. Judging employee achievements	4.57	0.50	Very high
5. Order-giving and procedure clarification	4.44	0.50	Very high
6. Belief in employee laziness	1.57	0.50	Very low
Overall Mean	3.11	0.19	Moderate
Laissez Faire Leadership			
1. Autonomy in problem-solving	4.65	0.48	Very high
2. Supervisor's non-interference in employees' work	4.40	0.49	Very high
3. Employee self-appraisal	4.38	0.49	Very high
4. Freedom in problem-solving	4.46	0.50	Very high
5. Limited freedom in work	3.01	0.12	Moderate
6. Supervisor's preference for minimal intervention	4.67	0.47	Very high
Overall Mean	4.26	0.15	Very high

Presented in Table 1 is the result of the leadership styles where the employees' responses on each variable were presented and analyzed below. The respondents rated the status of leadership styles regarding transformational leadership, transactional leadership, authoritative leadership, and laissez-faire leadership.

Transformational leadership yielded an overall mean of 4.52, which is very high (manifested at all times). It signifies that transformational leadership is likely to experience higher job satisfaction due to the supportive and empowering environment fostered by transformational leaders. This affirms the study of Arda & Yıldız (2019), stating that transformational leaders motivate their followers to embrace a shared vision of set objectives and performance standards outlined by the organization and support them in attaining these goals. Also, the result supports the findings of Yuki (2013), who concluded that transformational leaders possess an inspiring vision for their employees and intellectually stimulate others in a manner that is both demanding and considerate of the individual needs of team members.

Among the indicators, individual consideration as a category, got the category highest mean score of 4.53, which is very high (manifested at all times). The item ‘Supervisor’s ability to let others know how he/she thinks we are doing’ yielded the highest mean 4.59 which is interpreted as very high as well. Meanwhile, the item ‘Supervisor’s ability to help others develop themselves’ got the lowest mean of 4.48, also interpreted as very high. This connotes that supervisors foster a supportive and empowering environment where employees can excel, develop, and contribute effectively towards shared success. They prioritize understanding each employee’s different strengths, weaknesses, and goals, and offering guidance, coaching, and support to facilitate individual growth and achievement. This affirms the study of Sharma & Singh (2017), who stated that transformational leaders connect with their followers by focusing on their basic needs, dreams, and abilities, encouraging the growth of their skills and potential, and concentrating on their followers' key concerns and treat them with exceptional regard and respect.

On the other hand, idealized influence, inspirational motivation, and inspirational motivation, all got the mean score of 4.52, which is very high (manifested at all times). This infers that supervisors effectively nurture a positive, trusting, and respectful relationship with their employees, which can lead to increased employee satisfaction, loyalty, and productivity. This validates the study of Sahibzada et al. (2016), who concluded that leaders with idealized attributes display their confidence and authority to build trust and reassurance in their teams and constantly express their beliefs and values to their followers, fostering mutual trust and encouraging collaboration among team members. This result supports the study of Anderson et al. (2017), who stated that leaders transform their followers, inspire them, foster trust, provide encouragement,

appreciate their innovative ideas, and facilitate their development. This connotes that the supervisor is effective in communication, motivation, and helping team members find purpose in their work, which can lead to increased engagement, productivity, and job satisfaction among employees. This corroborates the study Ramakrishnan (2024) stating that a transformational leader will inspire the team to embrace the organization's vision wholeheartedly. This can be achieved by instilling in employees a profound sense of purpose, ensuring they share the same level of commitment to these objectives as the leader. Also, this infers that the supervisors create a dynamic environment that fosters innovation, empowering employees to maximize their capabilities and bring about positive transformations. They inspire their team members to explore fresh concepts, think critically, and question established beliefs. This affirms the study of Xenikou (2017), stating that transformational leaders provide intellectual stimulation to their team members, encouraging them to consider novel views on issues and procedures and actively involving them in problem identification and idea generation by fostering creativity and innovation in their team.

The Authoritative Leadership, lowest among the categories, obtained an overall mean score of 3.11, which is moderate (sometimes manifested). This implied that respondents clearly prefer leaders who take command, act decisively, and give clear instructions on what has to be done. Noting from the result, the standard deviation (SD) ranges from 0.42 – 0.50, which connotes the homogeneity of the employees' responses. The result conforms to the findings of Sales (2023) that employees are more likely to respond to an authoritarian leader who decides on policies, practices, and group objectives with little participation from their employees or followers and possesses total power to make decisions and total control over those under his supervision.

The data revealed that the highest mean score of 4.57 was obtained from item no 4, Judging employee achievements, which is very high (manifested at all times), which suggests that when it comes to assessing the work and achievements of the employees, they are the leading authority or decision-maker and plays a big part in deciding on promotions, pay increases, or other benefits. This conforms to the study of Sales (2023), stating that when it comes to employee accomplishments, the supervisor plays a big part in deciding on promotions, pay increases, or other benefits. On the other hand, item no 6, belief in employee laziness, got the lowest mean score of 1.57 and was rated as very low (not manifested at all). This means the supervisor's belief is not evident or apparent in their behavior or actions. This supports the study of Chen et al.

(2018), who concluded that authoritative leaders possess negative attitudes, emotions, and perceptions among employees, including those related to organizational commitment, job satisfaction, and the desire for open communication.

Level of Organizational Climate among Employees

Table 2

Level of Organizational Climate

2.1 Innovation	Mean	SD	Description
1. Encouragement to learn from colleagues and other departments	4.61	0.49	Very high
2. Promotion of innovation in job roles	4.45	0.50	Very high
3. Support for taking reasonable risks and proposing new ideas	4.43	0.50	Very high
4. Opportunities for skill development through job assignments	4.46	0.50	Very high
Category Mean	4.49	0.21	Very high
2.2 Responsibility			
1. Employees' availability of resources for job effectiveness.	4.61	0.49	Very high
2. Employees' access to necessary information.	4.62	0.49	Very high
3. Employees' sufficient job authority.	4.60	0.49	Very high
Category Mean	4.61	0.30	Very high
2.3 Standards			
1. Company's external market comparison to enhance performance	4.58	0.49	Very high
2. Company's adaptability to changes in the business environment	4.57	0.50	Very high
3. Company's efficiency in being customer-focused.	4.49	0.50	Very high
4. Company's effectiveness in implementing decisions.	4.60	0.49	Very high
Category Mean	4.56	0.24	Very high

2.4 Rewards			
1. Fair compensation among employees.	4.58	0.49	Very high
2. Performance-based pay for employees.	4.53	0.50	Very high
3. Employees' recognition with good performance.	4.54	0.50	Very high
4. Employees' career advancement opportunities.	4.58	0.49	Very high
Category Mean	4.56	0.28	Very high
2.5 Clarity			
1. Understanding of business strategy and company goals	4.52	0.50	Very high
2. Clarity of department objectives	4.51	0.50	Very high
3. Connection between jobs and company goals	4.55	0.50	Very high
4. Consistency of daily operations with business goals	4.53	0.50	Very high
5. Clarity on career vision	4.56	0.50	Very high
6. Understanding of job performance evaluation.	4.58	0.49	Very high
Category Mean	4.54	0.24	Very high
Overall Mean	4.53	0.14	Very high

Presented in Table 2 is the result of the organizational climate, where the employees' responses on each variable were presented and analyzed below. The respondents rated the level of organizational climate in terms of innovation, responsibility, standards, rewards, and clarity. The results showed that it has an overall mean rating of 4.53, which is rated very high and indicates that organizational climate is always favorable. This suggests the company has a healthy and thriving workplace culture supporting employee well-being, engagement, and performance. Furthermore, it has a standard deviation (SD) that ranges from 0.21–0.50, which indicates that the respondents' responses significantly vary and are homogeneous. The result supports the study of Kaya & Erdem (2021), who concluded that a favorable organizational climate is crucial for enhancing employee welfare, job contentment, and productivity and encouraging creativity and innovation in the workplace.

The second indicator which is Responsibility, with the highest mean among the others, obtained the category mean score of 4.61, which is very high descriptive (favorable at all times). This implies that the employees are consistently held responsible for their choices and actions. It creates an accountable culture where workers accept responsibility for their work and are dedicated to reaching their objectives. This supports the assertion of Gillet et al. (2020) that employees who felt a greater sense of responsibility in their work reported higher levels of job satisfaction and engagement and lower levels of burnout.

The data revealed that Item no 2, employees' access to necessary information has obtained the highest category mean score of 4.62 (favorable at all times). This connotes that employees constantly have access to the information, data, and resources they need to do their jobs quickly and effectively, which results in increased productivity, job satisfaction, and overall performance. The result supports the study of Jia et al. (2021), which postulates that an individual who felt a greater sense of responsibility in their work and had access to the necessary information was more inclined to engage in proactive behaviors, such as proposing enhancements and pursuing new challenges. Item no 3, employees' sufficient job authority, has attained the lowest category mean score of 4.60, which still has a very high descriptive equivalent (favorable at all times). This implies that employees have essential control, independence, and support to execute their job responsibilities successfully. This substantiates Jay's study (2022), which suggests that encouraging accountability in the workplace will result in heightened innovation and creativity. Furthermore, when employees are granted sufficient independence, they can delineate their tasks and responsibilities, easing the burden on managers.

The indicator, Innovation, obtained the category mean score of 4.49, which is very high (favorable at all times), yet the lowest among them all. This implies that the organization consistently promotes new concepts, methods, and goods, fostering a culture of inventiveness and problem-solving, where employees are encouraged to take chances and think innovatively. The result corroborates with Carmeli et al. (2021) that innovation is a critical element of a favorable organizational climate and is crucial for organizations to stay competitive in a swiftly evolving business landscape. A positive organizational climate that fosters innovation can enhance employee engagement, job satisfaction, and overall performance.

The statement in the category that obtained the highest mean score, 4.61, which is very high (favorable at all times), is item 1, encouragement to learn from colleagues and other departments, which indicates a solid organizational culture that values collaboration and continuous learning. This result supports the study of Huang & Huang (2021), who affirmed that an essential element in fostering innovation is granting employees the freedom and tools to explore and take chances without worrying about adverse outcomes. On the other hand, item no 3, support for taking reasonable risks and proposing new ideas got the lowest category mean score of 4.43, which is still very high (favorable at all times). This proposed that the employees’ organization values innovation and is open to new approaches where employees feel empowered to explore new ideas and take calculated risks. This validates the study of Ma et al. (2021), who stated that a favorable organizational climate that encourages innovation necessitates a culture of psychological safety, where employees feel at ease expressing their ideas and viewpoints without fearing negative consequences.

Level of Employee Retention

Table 3
Level of Employee Retention

EMPLOYEE RETENTION	SD	Mean	Description
1. Desire to stay in the organization.	0.44	4.73	Very high
2. Preference for internal opportunities.	0.48	4.36	Very high
3. Perceived future within the company.	0.47	4.32	Very high
4. Commitment to long-term employment.	0.50	4.53	Very high
5. Difficulty of starting anew.	0.46	3.26	Very high
6. Preference for the current job over external offers.	0.45	4.72	Very high
7. Valuation of the work.	0.50	4.43	Very high
8. Affection for the workplace	0.50	4.46	Very high
Overall Mean	0.18	4.35	Very high

Shown in the table is the banana corporation's employee retention level, which is very high, as evidenced by the overall mean rating of 4.35, which indicates that it is always manifested. This connotes that the company has effectively maintained its workforce over time and possesses the capacity to attract, retain, and motivate employees. It also shows that the standard deviation

(SD) ranges from 0.44 – 0.50, implying the homogeneity of the respondent’s response to the items. The result supported the claims of Bidisha et al. (2013) that a company may employ strategies to encourage employees to remain with an organization for an extended period. Retaining skilled and competent workers can offer organizations numerous significant benefits.

The data revealed that item no 1, desire to stay in the organization, got the highest mean score of 4.73 with the descriptive equivalent of very high (manifested at all times). This implies that the respondents are satisfied with their jobs, the work environment, and the organization, which is why they opted to stay in their organization. The result supports the assertions of Krishnamoorthy and Aisha (2022) that employees are drawn to organizations that value their contributions, provide ample growth opportunities, foster a supportive and collaborative atmosphere, and create a sense of belonging. Consequently, employee retention has become a crucial goal for organizations.

On the other hand, item no 5, difficulty of starting anew, garnered the lowest mean score of 3.26, which is still considered very high (manifested at all times). This implies that the employees value the stability and security of their current jobs and are not eager to take on the risks and uncertainties of starting over at a new company. This supports the assertions of Gorde (2019) that retaining employees is not just about keeping them in the company but about managing and engaging them effectively and providing them with a sense of security. When an organization prioritizes effective people management, employees are likely to stay with the company and have no intention of leaving or transferring to another company.

Correlation between Variables

Table 4
Correlation between Variables

Variables Paired	<i>r</i>	<i>p</i>	Remarks
Transformational leadership and Employee retention	.00	.91	Not significant
Transactional and Employee Retention	.20	.00	Significant
Authoritative and Employee Retention	.20	.00	Significant
Laissez Faire Leadership and Employee Retention	.27	.00	Significant

Organizational Climate and Employee Retention	.44	.00	Significant
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The result of the correlation analysis is revealed in Table 4. The data shows that transactional leadership, authoritative leadership, laissez-faire leadership, and organizational climate significantly correlate with employee retention ($p < .05$). when each of these factors improves, employee retention is also enhanced. Although transformational leadership and employee retention do not significantly correlate with employee retention.

The result corroborates the assertions of Dwipayana et al. (2021) that the influence of leadership style on employee retention is significant and beneficial. This suggests that organizations can enhance employees' desire to remain within the company by adopting a more effective leadership approach. This also supports the study by Nanjundeswaraswamy and Swamy (2014), who found that leadership style can be shaped by various elements such as the leader's personality, values, beliefs, and cultural upbringing. The author asserts that this can enhance company dedication and workplace performance, strengthening organizational commitment and job satisfaction.

The result affirms the study of Donkor et al. (2021), which states that transformational leadership motivates employees to remain loyal and dedicated to their work, encouraging them to put in more significant effort without inclination to leave their jobs or the organization. Also, the result contends with the study of Kim and Yoon (2015) that authoritative leadership negatively impacts employee retention by being rigid and controlling, leading to lower job satisfaction and higher turnover rates. This style limits autonomy and stifles innovation, prompting employees to seek more freedom and recognition elsewhere.

Moreover, this asserts the study of Ali and Ullah (2023) concluded that laissez-faire leadership empowers employees, boosting self-determination, competence, and autonomy. This fosters commitment, longer tenure, positive influence on others, increased work engagement, and a focus on personal growth. Lastly, it attests to the study of Lan et al. (2019) that organizational climate plays a crucial role in motivating employees, leading to positive behaviors that, in turn, contribute to organizational outcomes, including employee retention.

Moreover, the present study supports Schneider et al. (2018), highlighting the importance of a positive organizational climate in reducing employee turnover. A supportive and positive work environment enhances employee retention by fostering commitment and satisfaction. Thus, organizational climate shapes employee attitudes and reduces turnover rates.

Furthermore, it supports the findings of Laschinger et al. (2013) that highlight the importance of cultivating authentic leadership behaviors and fostering a positive organizational climate as strategies to enhance employee retention and well-being while reducing burnout within organizations. Organizations can create a workplace culture that promotes employee engagement, satisfaction, and long-term commitment by prioritizing these aspects.

Significant Drivers of Employee Retention

Table 5
Significant Drivers of Employee Retention

Independent Variables	B	p	t	Remarks
(Constant)	1.640			
Transactional leadership	.003	.96	.045	Not significant
Authoritative leadership	.045	.43	.796	Not significant
Laissez Faire Leadership	.133	.02	2.420	Significant
Organizational Commitment	.384	.00	7.177	Significant

$r^2 = .213$
 $F = 22.298$
 $p = .000$

Shown in Table 5 is the result of the regression analysis. It is evident that two domains, namely laissez-faire and organizational climate, significantly drive employee retention independently ($p < .05$). However, transactional leadership and authoritative leadership do not drive substantially employee retention in their independent capacity ($p < .05$). The beta coefficient of laissez-faire leadership is 0.133 which suggests for every one-unit increase in laissez-faire leadership results in a 0.133 improvement in employee retention. Also, the beta coefficient of .384 implies that a unit enhancement in the organizational climate leads to a 0.133 increase in employee retention. As to the regression model, the r^2 of .213 connotes that 21.3 percent of the variation in

employee retention could be attributed to the combined influence of transactional leadership, authoritative leadership, laissez-faire leadership, and organizational climate ($p < .05$). This result suggests that 78.7 percent of other variables that may significantly drive employee retention are not included in the study.

The findings that laissez-faire leadership significantly drives the employee retention of the respondents contradict the conclusions of Laschinger et al. (2012) that laissez-faire leadership exhibited a significant correlation with elevated levels of burnout and diminished job satisfaction. This is attributed to employees feeling inadequately supported and unsatisfied, thereby heightening the likelihood of them choosing to leave the organization.

The effect of organizational climate on employee retention validates the results of studies conducted by Lan et al. (2020), which revealed a strong positive correlation between organizational climate and employee retention. This suggests that a favorable and supportive organizational climate, characterized by clear communication, opportunities for growth, recognition of employees' contributions, and cohesive work culture, is associated with higher employee retention.

The findings of this study align with Victor Vroom's Expectancy Theory (1965), which posits that motivation hinges on the perceived relationship between effort, performance, and outcomes. According to this theory, when employees believe their efforts will lead to successful performance, that successful performance will yield desired rewards, and they value those rewards, they are more likely to be motivated and remain engaged in their work. This underscores the idea that individuals are driven to act based on their expectations of the outcomes of their actions and the importance they attach to those outcomes. Understanding and effectively managing employee motivation, performance, and job satisfaction are essential, as they are critical factors influencing employee retention within organizations, as suggested by this theory.

CONCLUSION

The status of leadership style in terms of transformational, transactional, and laissez-faire is very high, which indicates that it is manifested at all times, implying that the managers inspire and motivate their employees through rewards and recognition while demonstrating trust among their subordinates. It further suggests that transformational leadership is essential among banana

companies, empowering and nurturing employees and boosting performance and organizational success. This flexibility in leadership style may be advantageous in navigating diverse challenges and maximizing team effectiveness. However, the authoritative leadership style is moderate and indicates that it is sometimes manifested. On the other hand, there are weak areas like the belief in closely supervising employees due to a perceived lack of initiative or reliability, combined with personal insecurity about work and a supervisor's general skepticism towards employee motivation. This suggests a workplace environment characterized by trust, confidence, and positive perceptions of employee capability and motivation.

The status of the organizational climate among banana corporations is very high, which indicates that it is favorable at all times and that there is a positive and supportive atmosphere within the organization that leads to increased motivation, productivity, and employee retention. A favorable climate indicates that employees are content with their work environment, which includes factors like leadership, communication, recognition, and opportunities for growth. Studying a consistently favorable organizational climate within the banana corporation can provide valuable insights for theory and practice, contributing to organizational effectiveness, employee well-being, and long-term success.

Employee retention among banana corporations is very high, which means it is always manifested. This connotes that employees tend to stay with the company for extended periods rather than leave for other opportunities. A consistently high level of employee retention at Banana Corporation indicates a positive work environment, effective leadership, and a solid commitment to employee satisfaction and development. The study's contributions include identifying factors contributing to retention, sharing best practices, and informing strategies for improving retention rates in other organizations.

This study found that transformational leadership does not significantly affect employee retention, implying that this leadership style may not strongly influence whether employees choose to stay or leave an organization. However, it did highlight correlations between transactional, authoritative, and laissez-faire leadership styles and employee retention, suggesting that the specific behaviors associated with these styles may play a role in influencing employees' decisions to remain with the organization. This research provides insights into the complex relationship between leadership styles and employee retention, emphasizing the

importance of considering different leadership approaches in retaining talent within an organization.

This finding suggests that the laissez-faire leadership style and the organizational climate significantly drive employee retention. This implies that when leaders adopt a hands-off approach and the overall environment within the organization is considered, these factors play crucial roles in influencing whether employees decide to stay with the company. This study contributes to understanding the complex dynamics involved in retaining employees, highlighting the importance of leadership styles and organizational context in shaping employees' decisions regarding their tenure with the organization.

The findings of this study corroborate the Expectancy Theory by Victor Vroom (1965), which states that motivation is determined by the perceived relationship between effort, performance, and outcomes. Suppose employees believe their efforts will lead to successful performance (high expectancy). In that case, successful performance will result in desired rewards (high instrumentality). If they value those rewards (high valence), they are more likely to be motivated and retain their work. This suggests that individuals are motivated to act in a certain way based on their expectations of the outcomes of their actions and the value they place on those outcomes. This theory has implications for comprehending and effectively managing employee motivation, performance, and job satisfaction, which are crucial factors influencing employee retention.

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