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Goleman's Leadership Style and Employee Retention in Selected Cooperatives in Bukidnon

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Abstract

The purpose of this study is to examine how Goleman's leadership styles affect employee retention in selected cooperatives in Bukidnon. Specifically, it aims to identify which leadership approaches help employees stay committed and satisfied with their work. This research used a quantitative, descriptive-correlational design. Data were collected through validated questionnaires answered by 731 employees from two cooperatives: the Bukidnon Second Electric Cooperative in Manolo Fortich and the First Agrarian Reform Multi-Purpose Cooperative in Kisolon, Sumilao. The survey measured six leadership styles: coercive, visionary, affiliative, democratic, pacesetter, and coaching and assessed the employees' perception of retention. The findings revealed that all leadership styles were generally observed at high levels, with democratic and coaching leadership showing a positive effect on employee retention. This suggests that leaders who involve employees in decision-making and support their growth encourage loyalty and long-term commitment. On the other hand, coercive, visionary, affiliative, and pacesetter styles did not show a strong connection to retention, even though they were rated positively. Overall, employee retention remained high, with most employees feeling satisfied, valued, and motivated to stay in their workplace. These results provide practical insights for cooperative leaders, highlighting the importance of participative and supportive leadership approaches. Future studies could explore other industries, larger samples, or additional factors such as organizational culture and job satisfaction to further understand the relationship between leadership and retention.

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1. Introduction

In today's fast-changing business environment, effective leadership plays a critical role in shaping organizational success and sustainability. Leadership and employee retention are essential determinants of the success of any cooperative. Goleman's leadership styles influence employees' attitudes, behaviors, and performance in the workplace, which in turn affect employee retention. Understanding the relationship between leadership styles and employee retention can help cooperatives create a supportive work environment that fosters employee commitment, satisfaction, and long-term organizational stability.

At the global level, Primal Leadership by Daniel Goleman, Richard Boyatzis, and Annie McKee (2020)^[17] identifies six distinct leadership styles that leaders may adopt. The authors argue that effective leadership is driven not merely by cognitive ability or technical skills, but by emotional intelligence. These six leadership styles include visionary, coaching, affiliative, democratic, pacesetter, and coercive (commanding). Four of these styles (visionary, coaching, affiliative, and democratic) are considered resonance-building, while pacesetter and coercive styles may create dissonance when overused.

In the Philippine context, the study by Laña and Pilar (2024)^[24] titled Factors Influencing Employee Retention in Cooperatives in the City of Mati identified key factors affecting employee retention, including limited opportunities for professional growth, insufficient recognition of employee achievements, and ineffective leadership practices. These findings highlight the importance of leadership in shaping employees' decisions to remain in cooperative organizations.

At the local level in Bukidnon, the study of Meliz, Menguito, and Sudaria (2024) ^[32] examined employee motivation and job satisfaction among service request employees in the Municipality of Maramag. The findings revealed that employees demonstrate strong intrinsic motivation, alignment with personal values, and a high sense of achievement, which contribute significantly to job satisfaction and performance. However, the influence of extrinsic factors such as rewards and promotions was found to be inconsistent, suggesting that structured and transparent reward systems are necessary to strengthen employee motivation.

Moreover, employee retention remains a significant concern among cooperatives in Bukidnon, particularly in ensuring that skilled and competent employees remain within the organization. Addressing this issue requires a deeper understanding of how leadership styles influence employees' commitment and intention to stay. By examining these relationships, this study aims to provide practical insights for improving leadership practices and enhancing employee retention, thereby ensuring that talent, skills, and organizational knowledge are sustained within cooperative institutions.

The purpose of this study is to examine the levels of different leadership styles and their effects on employee retention in the cooperative setting. Specifically, it aims to address the following objectives:

- To assess the level of leadership styles in cooperative companies in terms of coercive, visionary, affiliative, democratic, pacesetter, and coaching.
- To assess the level of employee retention in cooperative companies.
- To determine whether there is a significant relationship between leadership styles and employee retention in cooperative companies.

1.1. Significance of the Study

This study is helpful because it examines how different leadership styles shape employee retention in cooperatives, a valuable factor in organizations' success. Keeping a talented, educated, skilled, and motivated employee is essential to any organization's growth. Understanding how leadership styles transform an organization's success will offer a meaningful perspective.

For cooperatives: This study will help supervisors and managers adopt leadership methods that will not only increase employees' satisfaction but also develop their commitment to the organization. The cooperatives can build a stronger, more stable workforce by defining the features and practices that contribute to higher retention.

For the human resource professionals: This study is important because it provides practical ideas for creating policies and workshops that encourage leadership styles aligned with keeping employees active and devoted. With these findings, it will help address common challenges, such as turnover, and encourage a more positive work environment.

It can contribute to academia: To contribute knowledge about leadership and retention, particularly in collaborative issues whose analysis has not been sufficiently studied. It

may cause additional research and open the way to a better understanding of leadership in an exclusive workplace.

1.2. Conceptual Framework

This study is anchored on Primal Leadership by Daniel Goleman (2017) ^[16] as the primary theoretical foundation, which explains how leaders' emotional intelligence shapes their leadership styles and influences employee behavior and organizational outcomes. Specifically, Goleman identified six leadership styles—visionary, coercive, affiliative, democratic, pacesetter, and coaching—which serve as the independent variables in this study. These styles provide a comprehensive lens for examining how different leadership behaviors influence employees' attitudes and decisions to remain within an organization.

As a supporting theory, this study adopts Social Exchange Theory (Blau, 1964) ^[9], which posits that relationships between employees and organizations are based on reciprocal exchanges. When employees perceive supportive, fair, and empowering leadership, they are more likely to reciprocate through positive attitudes such as commitment and retention. This theory strengthens the explanation of how leadership behaviors translate into employees' willingness to stay in the organization.

Each leadership style represents a distinct approach to managing employees. The coercive style emphasizes immediate compliance and strict control, which may lead to short-term efficiency but can negatively affect long-term employee engagement if overused. In contrast, the visionary style focuses on setting clear direction and long-term goals, fostering a shared sense of purpose among employees. The affiliative and coaching leadership styles emphasize emotional support, relationship-building, and employee development, which are associated with higher job satisfaction and organizational commitment. Meanwhile, the pacesetter style promotes high performance standards but may create stress if not balanced with adequate support. The democratic leadership style encourages participation and shared decision-making, enhancing employees' sense of ownership and involvement.

The dependent variable in this study is employee retention, defined as the organization's ability to retain employees over time. It reflects employees' intention to remain in the organization and their level of loyalty and commitment. High retention is often associated with positive leadership practices, supportive work environments, and alignment between individual and organizational goals. In this study, employee retention is viewed as an outcome of leadership behaviors that foster trust, motivation, professional growth, and job satisfaction.

The conceptual framework therefore proposes that leadership styles (independent variable), grounded in emotional intelligence theory and supported by social exchange processes, directly influence employee retention (dependent variable) by shaping employees' work experiences, perceptions of support, and organizational commitment. Identifying which leadership styles significantly contribute to retention provides a basis for developing targeted leadership strategies to enhance employee stability in cooperative organizations.

Statement of the Problem

Employee retention is a key concern in cooperative companies, where leadership styles greatly influence job

satisfaction and commitment.

This study examined the levels of different leadership styles and their effect to employee retention. By studying these elements, researcher focused on determining a useful between leadership method and worker's decision to stay, providing an idea for improving management techniques in the cooperative.

1. What is the level of the leadership styles in cooperative company setting in terms of;

- 1.1 Coercive;
- 1.2 Visionary;
- 1.3 Affiliative;
- 1.4 Democratic;

1.5 Pacesetting; and

1.6 Coaching;

2. What is the level of employee retention in the cooperative company?

3. Is there a significant relationship between leadership style and employee retention in the cooperative company?

4. Based on the results of the study, what recommendation can be drawn to address to the Cooperative Companies?

Research Hypothesis

HO1: There is no important relationship between leadership styles and employee retention.

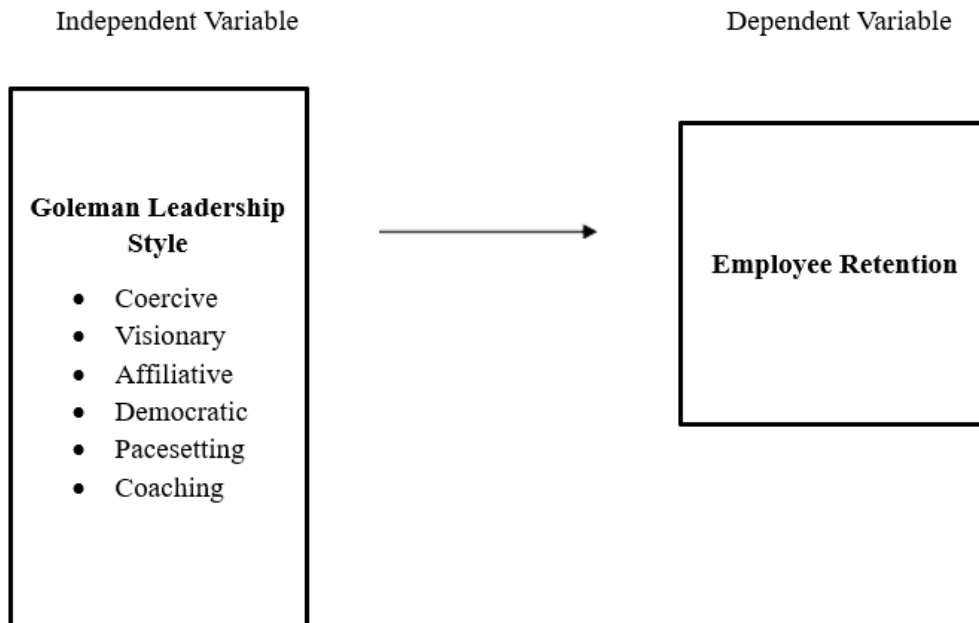


Fig 1: The schematic diagram

2. Methodology

2.1. Research Design

This research used a quantitative method and a descriptive-correlational research design. This quantitative approach allowed for the measurement of leadership styles, coercive, visionary, affiliative, democratic, pacesetting, and coaching, as well as employee retention levels through organized questionnaires. The descriptive factor focused on determining which leadership styles were effective in the cooperatives, based on the collected data. On the other hand, the correlational analysis examined the relationships between leadership styles and employee retention to identify connections between the variables.

2.2. Participants of the Study

The research participants were 731 employees of these two cooperatives. Four hundred thirty employees worked at the First Agrarian Reform Multi-Purpose Cooperative in Kisolon, Sumilao, Bukidnon, and 301 employees worked at the Bukidnon Second Electric Cooperative in Manolo Fortich, Bukidnon.

In this study, the participants was selected based on their employment with the cooperatives to confirm that they have experience with these leadership styles and workplace environments. This is to ensure that the data we collect accurately reflects employees' current work and to provide insight into the connection between Goleman's leadership

styles and employee retention in these cooperative environments.

2.3. Population Sampling

This study used simple random sampling, a probability sampling method. This method was chosen because the total number of employees in the selected cooperatives was known. Simple random sampling enabled the researchers to obtain a wide range of responses from employees on different leadership styles and their impact on employee retention, ensuring each employee had an equal chance of being selected.

This study analyzed the relationship between leadership style and employee retention. The Raosoft sample size calculator is used to determine the required sample size to detect a statistically significant relationship. A significance level of 0.05 and a confidence level of 95% were set as the basis for the survey. The final sample included 204 respondents from the First Agrarian Reform Multi-Purpose Cooperative in Kisolon, Sumilao, Bukidnon, and 170 respondents from the Bukidnon Second Electric Cooperative in Manolo Fortich, Bukidnon, making a total of 374 participants.

2.4. Data Analysis

In this research, the data were processed and analyzed to ensure both accuracy and reliability. Some steps were taken to organize and review all the information, allowing the

researchers to present the results more effectively. This section outlines the steps taken to control and analyze the data after collection.

For problems 1 and 2 were analyzed using descriptive statistics, particularly the mean and Standard Deviation. The researchers surveyed leadership styles within the cooperative context, including coercive, visionary, affiliative, democratic, pacesetting, and coaching, as well as employee retention. By including descriptive statistics, the data were successfully summarized, providing insight into the stability of leadership application and retention rates. This approach helped draw more precise conclusions and offer more informed recommendations based on the results.

For problem 3, after the summary, it was found that the data had no normal distribution. In this case, Spearman's Rank Correlation was used to determine the significance of the relationship between employee retention and leadership styles.

2.5. Research Instrument

This study utilized an adapted questionnaire as the primary data collection instrument to ensure alignment with established measures while maintaining contextual relevance to cooperative organizations. For the Leadership Style section, the researchers adapted a questionnaire from Primal Leadership by Daniel Goleman (2017) ^[16]. Several modifications were made to enhance clarity, simplify wording, and ensure that the items were appropriate and easily understood by respondents within the cooperative setting.

Similarly, the Employee Retention questionnaire was adapted and modified from the study conducted by B. J. Chauke (2021) ^[10] titled "The Relationship between Leadership Styles and Employee Retention in District Government Departments." Adjustments were also applied to align the items with the context of cooperatives and to improve readability. The questionnaire was divided into two parts. Part I focused on the independent variable, leadership styles, which include coercive, visionary, affiliative, democratic, pacesetting, and coaching. Part II focused on the dependent variable, employee retention.

To establish content validity, the research instrument underwent expert validation by a panel of at least three experts in the fields of human resource management and organizational behavior. The experts evaluated the instrument based on relevance, clarity, organization, and alignment with the study objectives. Based on their recommendations, several items were revised, rephrased, and refined to eliminate ambiguity and improve overall quality.

A pilot test was conducted involving a sample of 30 respondents who were not included in the actual study population. This process was undertaken to assess the reliability and internal consistency of the instrument prior to full-scale data collection.

Reliability was measured using Cronbach's alpha coefficient. The results indicated acceptable to excellent internal consistency across all constructs indicating 0.80. All values

met or exceeded the acceptable threshold of 0.70, confirming that the instrument is reliable.

Furthermore, item analysis was conducted during the pilot phase, and items with low item-total correlations were revised or removed to further strengthen the reliability of the scales.

The instrument was administered through a face-to-face survey. Responses were measured using a 4-point Likert scale, ranging from Strongly Agree (4) to Disagree (1), to determine the level of agreement of the respondents.

Data Collection: The data were gathered through face-to-face surveys, with the researchers personally distributing the questionnaires. Throughout the process, moral standards were carefully followed, especially during data collection. Once collected, the responses were counted, analyzed, and interpreted based on the results.

2.6. Ethical Consideration

Before the actual data collection, the researchers ensured that the participants understood that they were taking part in a study, the purpose of the research, the methods being used, and that no materials or information they needed to know were left out.

They were also aware that their decision to participate in the study was respected and valued, and that they had the right to withdraw at any time.

All information gathered was organized with strict privacy and used only for the completion of the study.

This study undergone plagiarism detection tests, such as plagiarism checks, to avoid plagiarism and ensure proper acknowledgement of other authors' or researchers' ideas and work.

This research did not add or construct any inaccurate facts or observations during data gathering. No claims were made based on incomplete or assumed results.

This research showed no trace of misrepresentation or manipulation of results to fit a theoretical expectation, nor was there any evidence of exaggeration.

Conflict of interest was not evident in this research. The researchers had no intent to disclose any information detrimental to the participants' welfare.

This study did not invade participants' privacy or coerce them into acting against their will, and ensured that no damage to participants' self-esteem was done.

The research document underwent a series of revisions per the advice and recommendations of its adviser and panelists. It follows the Bukidnon State University Ethics Review Committee's guidelines and ethical considerations for this study.

3. Results

This section presents the results and discussions of the study conducted. The considerations of the results are about the focus of the study and will answer the research questions established in the previous parts.

Table 1: Descriptive Statistics for Leadership Style in Cooperative Company-Coercive

Coercive Statements	Mean	Standard Deviation	Qualitative Interpretation
1. My immediate superior expects us to do what we are told, without questioning his/her motive	3.67	0.48	Very High
2. My immediate supervisor reprimands immediately those who do not do the task	3.63	0.52	Very High
3. My immediate superior believes that decision-making in the cooperative should be top-down	3.67	0.49	Very High
4. My immediate superior knows what is best for our team and expects us to follow instructions	3.64	0.49	Very High
5. My immediate superior takes action to improve systems for better work efficiency	3.64	0.50	Very High
6. My immediate superior has great self-control and expects to manage others independently	3.68	0.48	Very High
Overall Mean	3.66	0.34	Very High

Note (N=374)

The findings indicate that coercive leadership style is perceived at a very high level ($M = 3.66$, Standard Deviation = 0.34). The highest-rated item was related to leaders' self-control and independent management ($M = 3.68$), while the

lowest pertained to immediate reprimands ($M = 3.63$). These results suggest that leaders demonstrate strong authority and control in managing employees.

Table 2: Descriptive Statistics for Leadership Style in Cooperative Company-Visionary

Visionary Statements	Mean	Standard Deviation	Qualitative Interpretation
1. My immediate superior is more interested in setting long term goals than in being involved in detailed day to day work	3.61	.49	Very High
2. My immediate superior can translate the cooperative's strategy into terms that the team can understand.	3.57	.50	Very High
3. My immediate superior gives the team the freedom to take calculated risks and be innovative, once he/she have set out the direction we should take.	3.58	.49	Very High
4. My immediate superior sets a vision and get staff to come along with him/her in creating that vision.	3.66	.48	Very High
5. In giving feedback my immediate superior looks at the extent to which a person's work has furthered the group vision.	3.67	.47	Very High
6. My immediate superior set out where he/she want the team to get to, and expect us to use our initiative in getting there.	3.71	.46	Very High
Overall Mean	3.63	.31	Very High

Note (N=374)

Based on the findings presented, respondents predominantly selected "Strongly Agree" for the visionary leadership statements, yielding an overall mean of $M=3.63$ (Standard Deviation=0.31), interpreted as "Very High." The highest agreement was with the statement, "My immediate superior sets a destination and expects the team to use initiative" ($M=3.71$, Standard Deviation=0.46). On the other hand, the statement, "My immediate superior can translate the

cooperative's strategy into understandable terms," received the lowest mean ($M=3.57$, Standard Deviation=0.50), yet still falls under the "Very High" interpretation. These results show that cooperative leaders are viewed as embodying visionary leadership qualities, particularly in setting clear goals and empowering team initiative. In other words, leaders are perceived as effective in setting direction and encouraging initiative among employees.

Table 5: Descriptive Statistics for Leadership Style in Cooperative Company-Affiliative

Affiliative	Mean	Standard Deviation	Qualitative Statement
1. My immediate superior trust me absolutely.	3.58	.49	Very High
2. My immediate superior prefers that the team members be happy in their work than spend our time correcting each fault	3.56	.50	Very High
3. My immediate superior work hard to create a strong sense of belonging for all the team	3.67	.47	Very High
4. My immediate superior work hard to establish strong emotional bonds between His/herself and our team	3.64	.48	Very High
5. My immediate superior gives regular feedback on my performance	3.71	.46	Very High
6. My immediate superior gives freedom to achieve our goals	3.69	.46	Very High
Overall Mean	3.64	.30	Very High

Note (N=374)

According to the table, the overall mean for Affiliative Leadership is ($M=3.64$, Standard Deviation=0.30), interpreted as "Very High." Respondents most strongly agreed with the statement "My immediate superior provides regular feedback" ($M=3.71$, Standard Deviation=0.46). In

contrast, the statement "Prioritizing happiness over fault-finding" recorded the lowest mean ($M=3$). These findings suggest that cooperative leaders clearly demonstrate affiliative leadership traits, focusing on relationship building and emotional support.

Table 3: Descriptive Statistics for Leadership Style in Cooperative Company-Democratic

Democratic	Mean	Standard Deviation	Qualitative Statement
1.My immediate superior spends a lot of his/her time getting buy-in to ideas from his/her team members.	3.72	.45	Very High
2.My immediate superior thinks that we can all get a good deal of insight into an issue if we discuss it as a team	3.72	.45	Very High
3.My immediate superior holds a lot of meetings with the team to ensure that we are happy with the way that the team is working	3.66	.48	Very High
4.My immediate superior has collective decision-making is the most effective form of decision-making	3.66	.47	Very High
5.My immediate superior believes in letting the team have a say in the way the team is managed	3.71	.45	Very High
6.My immediate superior think that team members should have a say in setting goals and objectives	3.72	.45	Very High
Overall Mean	3.70	.30	Very High

Note (N=374)

Based on the findings above, the respondents most commonly answered "Strongly Agree" to the Democratic Leadership Style items, with an overall mean of $M=3.70$ (Standard Deviation=0.30), interpreted as "Very High." Respondents showed the highest agreement with the statements "My immediate superior seeks buy-in from team members" and

"My immediate superior involves the team in setting goals" (both $M=3.72$, Standard Deviation=0.45). The lowest mean, though still very high, was recorded for "My immediate superior holds meetings to ensure team satisfaction" ($M=3.66$, Standard Deviation=0.48).

Table 4: Descriptive Statistics for Leadership Style in Cooperative Company-Pace Setting

Pacesetting	Mean	Standard Deviation	Qualitative Interpretation
1.My immediate superior demonstrates all the standards that he/she expects from the team	3.56	.50	Very High
2.My immediate superior makes sure that work should be very task-focused	3.61	.49	Very High
3.My immediate superior cannot be convinced the team will work with initiative if he/she do not demonstrate what to do and how to do it.	3.67	.47	Very High
4.My immediate superior identifies poor performers and demand more from to make them better	3.70	.47	Very High
5.My immediate superior takes prompt action to ensure that team performance meets expectations	3.76	.43	Very High
6.My immediate superior believe that we can always find ways to do things better and faster	3.74	.44	Very High
Overall Mean	3.67	.30	Very High

Note (N=374)

Based on the table above, the most common response to the pacesetting leadership style is "Very High," with an overall mean of $M=3.67$ (STANDARD DEVIATION=0.30). Among the items, the highest score was "My immediate superior takes prompt action to ensure that team performance meets expectations" ($M=3.76$, STANDARD DEVIATION=0.43). At the same time, the lowest mean was

observed in the item "My immediate superior demonstrates all the standards that he/she expects from the team" ($M=3.56$, STANDARD DEVIATION=0.50). The stable responses indicate that leaders within the cooperative companies are focused on performance, prioritize task completion, and set clear expectations for their team members.

Table 5: Descriptive Statistics for Leadership Style in Cooperative Company-Coaching

Coaching	Mean	Standard Deviation	Qualitative Interpretation
1.My immediate superior delegates assignments even if they will not be accomplished quickly	3.71	.45	Very High
2.My immediate superior believes in investing time with me	3.72	.45	Very High
3.My immediate superior spends time helping employee to identify my own strengths and areas for development.	3.70	.46	Very High
4.My immediate superior gives many instructions and feedback	3.67	.48	Very High
5.My immediate superior encourages people to create long-term development goals.	3.64	.48	Very High
6.My immediate superior makes agreements with the team about their roles and responsibilities and enact development plans	3.67	.47	Very High
Overall Mean	3.69	.30	Very High

Note (N=374)

Based on the findings above, among 374 respondents, the most common response for leadership style in terms of Coaching is "Very High," with a total mean of $M=3.69$ (Standard Deviation=0.30). The respondents agreed with the statement "My immediate superior believes in investing time with me" ($M=3.72$, Standard Deviation=0.45), indicating a strong view that leaders are actively committed to investing

time in mentoring and supporting their team members. Moreover, significant levels of agreement were found in "My immediate superior delegates assignments, even if they will not be accomplished quickly" ($M=3.71$, Standard Deviation=0.45) and "My immediate superior spends time helping employees to identify my own strengths and areas for development" ($M=3.70$, Standard Deviation=0.46),

recommending that leaders must prioritize both employee freedom and development. On the other hand, the statement "My immediate superior encourages people to create long-term development goals" had the lowest mean ($M=3.64$,

Standard Deviation= 0.48), but it still fell within the "Very High" range, indicating stable coaching behaviors across the leadership practice.

Table 6: Descriptive Statistics for Employee Retention among Cooperative Company

Employee Retention	Mean	Standard Deviation	Qualitative Interpretation
1.I intend not to change from my present company to a different company within a period of three years.	3.71	.46	Very High
2.I am satisfied and well appreciated for the work I do.	3.67	.48	Very High
3.If I wanted to do another job or function, I would look first at the possibilities within this company.	3.72	.45	Very High
4.Having a job is all that matters, and working in this company.	3.74	.44	Very High
5.If I had my way, I will definitely be working for this company for the next five years	3.71	.46	Very High
6.I want to stay in the company because there is career advancement for me.	3.72	.45	Very High
7.I see a future for myself within this company	3.70	.46	Very High
8.I would not take the job.	3.73	.44	Very High
9.I love working for this company.	3.77	.42	Very High
10.I want to stay in this company because my immediate supervisor strives for harmonious supportive working environment.	3.74	.44	Very High
11.I want to stay in the company because the job description matches my skills.	3.76	.43	Very High
12.I plan to stay in this company until I retire.	3.77	.42	Very High
Overall Mean	3.73	.31	Very High

Note (N=374)

Based on the findings presented above, the most common response from respondents regarding Employee Retention is interpreted as "Very High," with an overall mean of $M=3.73$ (Standard Deviation= 0.31). The statements "I love working for this company" ($M=3.77$, Standard Deviation= 0.42) and "I plan to stay in this company until I retire" ($M=3.77$, Standard Deviation= 0.42) had the highest mean scores, indicating that most respondents expressed a strong emotional attachment

and long-term commitment to their cooperative.

On the other hand, the lowest mean was observed for the statement "I am satisfied and well appreciated for the work I do" ($M=3.67$, Standard Deviation= 0.48), although it still falls within the "Very High" category. This advice is that, while total satisfaction remains high, appreciation could be an area for further improvement to sustain employee loyalty.

Table 7: Test of Significant Relationship between Leadership Style and Employee Retention in terms of Coercive Leadership Style

Leadership Styles	R-value	P-value	Interpretation
Coercive	.062	.232	Not Significant

The table above shows the relationship between coercive leadership style and employee retention in cooperatives in Bukidnon. The interpretation focuses on the results of a statistical test examining this relationship. The test results

show an r-value of .062 and a p-value of .232, showing no statistically significant relationship between coercive leadership and employee retention in the studied cooperatives.

Table 8: Test of Significant Relationship between Leadership Style and Employee Retention in terms of Visionary Leadership Style

Leadership Styles	R-value	P-value	Interpretation
Visionary	-.050	.337	Not Significant

This section presents the analysis of the relationship between visionary leadership style and employee retention in cooperatives in Bukidnon. The statistical analysis revealed an r-value of -0.059 and a p-value of $.337$. These results indicate that there is no statistically significant relationship between

visionary leadership style and employee retention within the studied cooperatives. The negative r-value (-0.059) suggests a very weak relationship: as visionary leadership increases, employee retention tends to decrease slightly, though not significantly.

Table 9: Test of Significant Relationship between Leadership Style and Employee Retention in terms of Affiliative Leadership Style

Leadership Styles	R-value	P-value	Interpretation
Affiliative	.022	.668	Not Significant

The table above shows the relationship between affiliative leadership style and employee retention in cooperatives in Bukidnon. The statistical analysis revealed an r-value of $.022$ and a p-value of $.668$. These results show that there is no statistically significant relationship between affiliative

leadership style and employee retention within the studied cooperatives. The r-value of $.022$ suggests a very weak positive relationship: as affiliative leadership style increases, employee retention tends to increase slightly, though not significantly.

Table 10: Test of Significant Relationship between Leadership Style and Employee Retention in terms of Affiliative Leadership Style

Leadership Styles	R-value	P-value	Interpretation
Democratic	.121	.020*	Significant

This section shows an analysis of the relationship between democratic leadership style and employee retention in cooperatives in Bukidnon. The statistical analysis revealed an r-value of .121 and a p-value of .020. These results indicate a statistically significant, albeit weak, positive relationship between democratic leadership style and employee retention

within the studied cooperatives. The r-value of .121 indicates a positive relationship: as democratic leadership style increases, employee retention tends to increase. The p-value of .020 indicates that this relationship is statistically significant, suggesting it is unlikely to occur by chance.

Table 11: Test of Significant Relationship between Leadership Style and Employee Retention in terms of Pace Setting Leadership Style

Leadership Styles	R-value	P-value	Interpretation
Pace Setting	.090	.083	Not Significant

This section analyzes the relationship between pace-setting leadership style and employee retention in cooperatives in Bukidnon. The statistical analysis revealed an r-value of .090 and a p-value of .083. These results indicate that there is no statistically significant relationship between pace-setting leadership style and employee retention within the studied

cooperatives. The r-value of .090 suggests a weak positive relationship: as pace-setting leadership increases, employee retention tends to increase slightly, though not significantly. The p-value of .083 shows that this relationship is not statistically significant at the established level of .05.

Table 12: Test of Significant Relationship between Leadership Style and Employee Retention in terms of Coaching Leadership Style

Leadership Styles	R-value	P-value	Interpretation
Coaching	.109	.036*	Significant

The table shows the relationship between coaching leadership style and employee retention in cooperatives in Bukidnon. The statistical analysis shows an r-value of .109 and a p-value of .036. These results show a statistically significant, albeit weak, positive relationship between coaching leadership style and employee retention within the studied cooperatives. The r-value of .109 indicates a positive relationship: as coaching leadership style increases, employee retention tends to increase. The p-value of .036 indicates that this relationship is statistically significant, meaning it is unlikely to occur by chance.

4. Discussion

The results of this study show that leadership styles in cooperative companies in Bukidnon are generally perceived at a very high level. Among the six leadership styles examined—coercive, visionary, affiliative, democratic, pacesetting, and coaching—democratic and coaching leadership were found to have the most evident connection with employee retention. Overall, employees reported a strong sense of attachment and commitment to their cooperatives, suggesting that current leadership practices contribute to fostering loyalty and organizational stability. This finding is consistent with recent studies emphasizing that leadership behaviors grounded in emotional intelligence and employee engagement are critical in enhancing organizational commitment and retention (Edem *et al.*, 2024; Jiang & Ali, 2024) ^[22].

Specifically, coercive leadership was observed to be highly practiced, characterized by strict rule enforcement, expectations of independence, and strong managerial control. Employees generally agreed that their supervisors demonstrated self-control and authority. However, this leadership style did not show a significant relationship with employee retention ($r = .062$, $p = .232$). This finding aligns with recent research indicating that while coercive or authoritarian leadership may ensure compliance and task

completion, it can negatively affect employee motivation, creativity, and long-term engagement when overused (Arubayi, 2023; Qin *et al.*, 2025; Wolor *et al.*, 2022) ^[3, 39, 51]. In cooperative settings, however, employees may still remain in the organization despite strict leadership due to strong cultural values such as loyalty, shared ownership, and job stability, which are commonly observed in cooperative management structures in Southeast Asia (Simkhada & Bhattarai, 2023; García-Pérez *et al.*, 2023) ^[45, 151]. Visionary leadership was likewise rated very high, with employees perceiving leaders as effective in setting goals and encouraging initiative. Despite this positive perception, its relationship with employee retention was weak and not significant ($r = -0.059$, $p = .337$). This suggests that while visionary leadership contributes to strategic direction and innovation, it may not directly influence employees' intention to stay unless it is supported by more relational and developmental leadership behaviors. Recent studies support this interpretation, noting that visionary leadership enhances performance and innovation but may require supportive organizational practices to influence retention outcomes (Saleh *et al.*, 2025; Wang *et al.*, 2024; Liu *et al.*, 2022) ^[43, 48, 26].

Affiliative leadership was also rated very high, reflecting leaders' emphasis on emotional support, trust, and relationship-building. However, similar to coercive and visionary styles, affiliative leadership did not significantly influence employee retention ($r = .022$, $p = .668$). This finding suggests that while a supportive work environment contributes to employee well-being, it may not be sufficient on its own to ensure long-term retention. Recent literature indicates that employee retention is often influenced by a combination of factors, including organizational support, compensation, and career development opportunities (Liu *et al.*, 2024; Hassanein *et al.*, 2025; Gürbüz *et al.*, 2024) ^[27, 19, 18]. In the Southeast Asian context, relational harmony is valued, but employees may still prioritize economic and

career-related factors when deciding to remain in an organization.

In contrast, democratic leadership demonstrated a statistically significant, though weak, positive relationship with employee retention ($r = .121$, $p = .020$). Employees valued participation in decision-making, involvement in goal setting, and the opportunity to express their ideas. These practices enhance employees' sense of ownership and psychological empowerment, which are key predictors of job satisfaction and organizational commitment. This finding supports recent studies indicating that participative leadership significantly improves employee engagement and retention, particularly in collectivist cultures such as those found in Southeast Asia (Meas *et al.*, 2024; Imran *et al.*, 2025; Rajani, 2023) ^[31, 21, 40]. Democratic leadership aligns well with cooperative principles, which emphasize shared governance and inclusivity, thereby strengthening employees' attachment to the organization.

Pacesetter leadership was also perceived positively, with leaders demonstrating high standards and a strong focus on performance. However, its relationship with employee retention was not statistically significant ($r = .090$, $p = .083$). This suggests that while employees recognize and respond to performance expectations, these alone are insufficient to influence their decision to stay. Excessive performance pressure without adequate support may lead to stress and burnout, which can negatively affect retention. This finding is supported by recent research showing that performance-driven leadership must be balanced with supportive practices to sustain employee well-being and commitment (Zhang *et al.*, 2024; Kimathi, 2017) ^[53, 2].

Finally, coaching leadership received high ratings and demonstrated a statistically significant positive relationship with employee retention ($r = .109$, $p = .036$). This indicates that employees are more likely to remain in the organization when leaders invest in their personal and professional development. Coaching leadership fosters skill development, trust, and career growth, which are critical drivers of employee retention. This finding is consistent with recent studies highlighting that coaching-oriented leadership enhances employee satisfaction, engagement, and organizational loyalty (Adele & Ellinger, 2024; Ren *et al.*, 2024; Kim *et al.*, 2020) ^[1, 41, 23]. In cooperative organizations, where long-term relationships and capacity building are essential, coaching leadership plays a vital role in sustaining workforce stability.

Overall, the findings suggest that leadership styles that promote participation and employee development—particularly democratic and coaching leadership—are most effective in enhancing employee retention in cooperative organizations. While other leadership styles were positively perceived, they did not demonstrate a significant influence on retention, indicating that employee commitment is shaped by multiple organizational and contextual factors. These results reinforce the importance of adopting a balanced leadership approach that integrates structure, vision, participation, and support.

Furthermore, consistent with recent literature on cooperative management and employee commitment in Southeast Asia, retention is influenced not only by leadership but also by organizational culture, economic stability, and social relationships within the workplace (Simkhada & Bhattarai, 2023; Gürbüz *et al.*, 2024) ^[45, 18]. Future research may explore additional variables such as compensation, benefits,

organizational culture, and career advancement opportunities to provide a more comprehensive understanding of employee retention in cooperative settings.

5. Conclusion

Based on the study results, democratic and coaching leadership styles really help cooperative keep their employees. Employees like leaders who work with them, involve them in decisions, and support their personal growth. When leaders act this way, Employees feel more connected to their work and or more willing to stay in the organization. Most leadership styles were seen in a positive light, but some leaders still used strict or coercive methods, which can make teamwork harder if used too often. There is also a need to improved visionary leadership by helping employees understand the goals and direction of the cooperative.

Despite of this issues, employee retention in the cooperatives remains strong. Many employees feel emotionally attached to their workplace, see chances to grow in their careers, and hope to stay until retirement. Their commitment is supported by a friendly work environment, a sense of belonging, and having job task that match their skills

In Bukidnon cooperatives, most leadership styles did not have strong effect on employee retention, except for democratic and coaching styles. This shows that employees prefer leaders who involved them and support their development. Leaders needs to improve how they explain the cooperative to the overall goals and show how each employee's work matters for the organization.

5.1. Findings Summary

This study examined the connection between Goleman's leadership styles and employee retention in two cooperatives in Bukidnon. Overall, employees reported that all six leadership styles coercive, visionary, affiliative, democratic, pacesetter, and coaching were practiced at high to very high levels. Employees felt that their leaders enforced rules and standards, provided guidance and feedback, and supported growth and participation in decision-making.

Among the six leadership styles, democratic and coaching leadership styles were found to have a clear positive impact on employee retention. This suggests that employees value leaders who involve them in decision-making, provide guidance, and support their personal and professional growth. Other leadership styles—coercive, visionary, affiliative, and pacesetter did not show a strong influence on employees' desire to stay in the organization.

The findings indicate that leadership styles that encourage participation and development are most effective in promoting loyalty and long-term commitment among cooperative employees. In contrast, styles focused primarily on strict control, high performance expectations, or long-term vision may not strongly affect employee retention, even when perceived positively.

Overall, these results highlight the importance of adopting leadership approaches that balance guidance, involvement, and support to maintain a committed and satisfied workforce in cooperative settings.

5.2. Implications for Practice

The findings of this study show that democratic and coaching leadership styles have a meaningful impact on employee retention in cooperatives. Leaders who involve employees in decision-making and support their personal and professional

growth help create a positive work environment where employees feel valued and committed.

These results suggest that cooperative organizations should prioritize leadership practices that encourage participation, mentorship, and skill development. Simply having strict or task-focused leadership styles (such as coercive or pacesetting) is not enough to maintain long-term employee satisfaction and loyalty.

By understanding the types of leadership that effectively influence employee retention, cooperative managers can make informed decisions about leadership development, employee engagement, and workplace culture improvements.

5.3. Recommendations for Cooperative Organizations

Based on the results and conclusions of the study, several actions remain suggested in order to help improve leadership practices and employee retention in cooperative organizations.

For Cooperative Leaders and Managers: Leaders are encouraged to focus more on democratic and coaching leadership styles. Letting employees participate in decision-making along with providing a regular mentoring, feedback, and growth programs can improve engagement and foster loyalty.

For Human Resource Departments: HR department may

consider providing training that highlights democratic and coaching approaches. In addition, seminars and workshops can guide in creating a more participative and supportive workplace.

For Cooperative Organizations as a whole: It would be helpful for Organizations to gather employee feedback on a regular basis. Having a consistent system for addressing the employees' concerns allow leaders to adjust their leadership style and address issues that may affect retention.

For Employees: Employees are encouraged to take part in feedback activities and communicate their concerns openly. Their involvement can help enhance the organization's culture and work environment.

5.4. For Future Directions

For Future Researchers: Future studies may look into leadership styles and retention in other industries or settings. Researchers may also consider larger samples, new locations, or other factors including motivation, job satisfaction and organization deeper understanding.

5.5 Hypothesis Testing Results and Decision

Hypothesis HO1: There is no significant relationship between leadership styles and employee retention.

Table 13:

Leadership Style	r-value	p-value	Decision	Interpretation
Coercive	0.062	0.232	Not Accepted	No significant relationship with employee retention
Visionary	-0.059	0.337	Not Accepted	No significant relationship with employee retention
Affiliative	0.022	0.668	Not Accepted	No significant relationship with employee retention
Democratic	0.121	0.020	Rejected	Weak but significant positive relationship with employee retention
Pacesetting	0.090	0.083	Not Accepted	No significant relationship with employee retention
Coaching	0.109	0.036	Rejected	Weak but significant positive relationship with employee retention

Decision: Based on the analysis, democratic and coaching leadership styles show a statistically significant positive relationship with employee retention, while the other leadership styles did not show a significant effect. This indicates that involving employees in decisions and providing guidance and support encourages loyalty and commitment, aligning with the observations in the cooperative companies.

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