

LEADERSHIP STYLES AND EMPLOYEE TURNOVER: A CASE STUDY OF KACO HOME OF SPICES

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ABSTRACT

The study investigated the relationship between leadership styles and employee turnover at Kaco Home of Spices. It specifically investigated how transformational, adaptive, inclusive, and authentic leadership styles relate to the likelihood of employees leaving the organisation. Guided by Herzberg's 1956 two-factor theory, the study adopted a cross-sectional research design with a quantitative approach. Data was collected from a sample of 97 employees using closed-ended questionnaires, with 78 valid responses obtained, representing an 80.4% response rate.

The research findings revealed that when analyzed individually, inclusive leadership ($r = -0.330^{**}$, $p < 0.01$), authentic leadership ($r = -0.315^{**}$, $p < 0.01$), and transformational leadership ($r = -0.305^{**}$, $p < 0.01$) all had a significant negative relationship with employee turnover at Kaco Home of Spices. Conversely, adaptive leadership had a significant positive relationship ($r = 0.310^{**}$, $p < 0.01$). However, multiple regression analysis revealed that adaptive leadership style was the only statistically significant predictor of employee turnover (Beta = 0.582, Sig = 0.002), proving that aggressive or poorly managed adaptive demands directly drive up employee turnover due to change fatigue. Transformational (Beta = -0.169, Sig = 0.151), inclusive (Beta = -1.255, Sig = 0.229), and authentic leadership (Beta = -1.109, Sig = 0.121) were not significant predictors at Kaco Home of Spices.

Finally, the study recommended that management must approach adaptive leadership carefully by pairing workplace changes with clear structural guidance and pacing to avoid causing employee stress and instability. Furthermore, management must address non-leadership factors like salary scales and working conditions, as the combined leadership styles only explained 6.2% (Adjusted R Square=0.062) of the variance in employee turnover at Kaco Home of Spices.

DECLARATION

I, Kakooza Julian Suzan, declare that the information in this research proposal titled “**Leadership Styles and Employee Turnover: A Case Study of Kaco Home of Spices**” is my original work and has not been submitted to any other institute for any academic award.

Kakooza Julian Suzan

KS20M15/005



Signature:

Date: 28th May, 2026

APPROVAL

This is to certify that the undersigned has supervised, read and hereby approves as the university supervisor the dissertation titled **“Leadership Styles and Employee Turnover: A Case Study of Kaco Home of Spices”** in partial fulfilment for the award of Master in Business Administration at Uganda Christian University.

Dr. Moses Kamya

Signature:

A handwritten signature in red ink, appearing to read 'Dr. Moses Kamya', is written over a faint, circular official stamp. The signature is fluid and cursive.

Date: 28th May, 2026

DEDICATION

This dissertation is dedicated to my family that tremendously supported me financially.

ACKNOWLEDGEMENT

I would like to thank the Lord Almighty who enabled me to carry out this research.

My utmost gratitude to my supervisor, Dr. Moses Kamya for the continuous guidance, patience, advice and encouragement during the course of this research.

To my family, thank you for the constant facilitation through the various words of wisdom, assistance, prayers and irreplaceable contribution I got to commence and finish my research successfully.

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CHAPTER ONE

1.1 Introduction

This chapter presents the background of the study, statement of problem, purpose of the study, research objectives, research question, conceptual framework, scope of study, study justification and significance.

1.2 Background of the study

For a long time, employee turnover has been an important concern of many organizations and a major focus of academic research. Employee turnover as defined by Price (2001) refers to the extent to which employees join and then depart from the organisation within a certain period of time (Price, 2001). Such employee turnover can have significant consequences as it is able to negatively impact the overall competitiveness and productivity of the organization.

When employees depart from an organisation, additional costs are incurred through recruiting, training and on boarding new employee to fit their positions (Kakar, Lateef , Misron, & Rauza, 2023). In addition to the departure of skilled and experienced employees can lead to a decrease in organisational knowledge, team cohesions and overall efficiency as new employees require time to adjust to their new responsibilities as well as organisational procedures (An, 2019).

Moreover, a high rate of employee turnover can place a substantial burden on the remaining employees resulting in heavier workloads, lower employee morale and heightened stress. As a result, this can lead to an increase in absenteeism and worsen the productivity issues that the organisation is already experiencing (Kalayu, Meaza, & Abebe, 2020). High levels of employee turnover can equally greatly affect the organisation's ability to compete and thrive in addition to its operational and financial performance (Al-Suraihi, Samikon, Al-Suraihi, & Ibrahim, 2021).

Organizations that face challenges in retaining their top talent may always find it difficult to meet their innovative peek, customer satisfaction and profitability targets which can threaten their market position and long-term validity (Kakar, Lateef , Misron, & Rauza, 2023). For that reason, organizations must develop and implement a detailed strategy to mitigate the effects of employee turnover by creating a workplace environment that is both engaging and satisfactory to the employees (Anusha & Rajesh, 2024). Thence, the crucial need to understand how different leadership styles relate to employee turnover

Leadership is the ability to influence a group towards the achievement of goals. In swaying followers and harnessing employees to their work roles, leaders must enhance usage of different leadership styles which can ensure organisation performance (Sarwar, Zamir, Fazal, Hong, & Yon, 2022). Among the many leadership styles, this study specifically examined the transformational leadership style where the leader encourages the employees to surpass their goals leading to a unified vision and dedication that boasts employee productivity and decreases employee turnover through the creation of an encouraging and positive workplace atmosphere (Xiong, Wu, & Sui, 2023); adaptive leadership style; by giving employees more control and encouraging teamwork, adaptive leadership style is able to bring down employee turnover by boasting engagement, contentment and feeling of inclusion (Olasehinde, 2024); inclusive leadership style which aims to address and get rid of any ingrained bias by advocating for fairness and equal treatment as it cultivates a workplace that is respectful and supportive ensuring that all employees are appreciated reducing employee turnover (Patterson , 2024); and authentic leadership style which involves leading with honesty, transparency and utmost truth to oneself building confidence and engagement amongst employees and ultimately decreasing employee turnover (Jun, Hu, & Sun,

2023). These leadership styles were selected for the study as they were quoted to be the most highly effective leadership styles for leaders in 2024 (Wells , 2024).

The study followed the Herzberg's 1956 two factor theory (Nickerson, 2023). Fredrick Herzberg stated the employee satisfaction results from two distinct elements; motivation and hygiene (Indeed Editorial Team , 2025). Employee workplace dissatisfaction decreases when organisations address their hygiene issues which include pay and oversight (Nickerson, 2023). Additionally, employee motivation increases when they receive the needed recognition and achieve their goals leading then to work harder and think innovatively while staying dedicated to their work (Nickerson, 2023). This particular theory assisted in identifying the under lying reasons for employee dissatisfaction which leads to higher employee turnover.

Kaco Home of Spices has since 1996 established a market for the production and sale of spices particularly curry powder (Kaco Home of Spices, 2020). Located in Wansanso Zone, Kibuye II, Makindye Division, Kampala, the family-owned business has managed to merge traditional and modern knowledge in spice farming and blending to produce a variety of high-quality products that have been appreciated by the local and foreign customers (Kaco Home of Spices, 2020).

1.3 Statement of the Problem

Kaco Home of Spices has a problem with employee turnover which has affected its organisational performance. The problem has persisted for the last four years, 2021-2024 with an increase from 8% to 15% between 2021 to 2024 in the employee turnover creating a huge cost in productivity and general standing of the organisation (Kaco Home of Spices, 2024). This continues to threaten the organisations efforts to organisational objectives as well as undermined the organisation's ability to build a strong and well experienced workforce capable of driving quality.

To curb the issue, the company has invested in employee development by conducting countless on-job trainings and mentorships as well as increment in salaries and employee rewards and recognition as part of its continued effort to enhance convenience and satisfactions for the employees. However, despite the effort, the employee turnover rate at Kaco Home of Spices did not decrease (Kaco Home of Spices, 2023). This henceforth prompted the researcher to investigate the relationship between leadership styles: transformational, adaptive, inclusive, and authentic; and employee turnover as a potential strategy to improve retention (Bass & Riggio, 2006; Walumbwa et al., 2008; Nickerson, 2023; Lindberg, 2022).

1.4 Purpose of the study

The purpose of the study was to investigate the relationship between leadership styles and employee turnover at Kaco Home of Spices.

1.5 Specific Objectives

In conducting the study, the researcher was guided by the following objectives:

- i. To investigate the relationship between transformational leadership style and employee turnover at Kaco Home Spices.
- ii. To determine the relationship between of adaptive leadership style and employee turnover at Kaco Home of Spices.
- iii. To find out the relationship between inclusive leadership style and employee turnover at Kaco Home of Spices.
- iv. To establish the relationship between authentic leadership style and employee turnover at Kaco Home of Spices.

1.6 Research questions

- i. What is the relationship between of transformational leadership style and employee turnover at Kaco Home of Spices?
- ii. What is the relationship between adaptive leadership style and employee turnover at Kaco Home of Spices?
- iii. What is the relationship between inclusive leadership style and employee turnover at Kaco Home of Spices?
- iv. What is the relationship between authentic leadership style and employee turnover at Kaco home of Spices?

1.7 Scope of the study

1.7.1 Content Scope

The research focused on investigating the impact of leadership styles particularly transformational leadership style, adaptive leadership style, inclusive leadership style and authentic leadership style on employee turnover at Kaco Home of Spices.

1.7.2 Geographical Scope

The research was carried out at Kaco Home of Spices situated in Wansanso Zone, Kibuye II, Makindye Division, Kampala.

1.7.3 Time Scope

The study was carried out for 7 months and focus was put on the information from the last of 5years. This enabled the researcher to get enough information on the relationship between the different leadership styles and employee turnover at Kaco Home of Spices.

1.8 Significance of the study

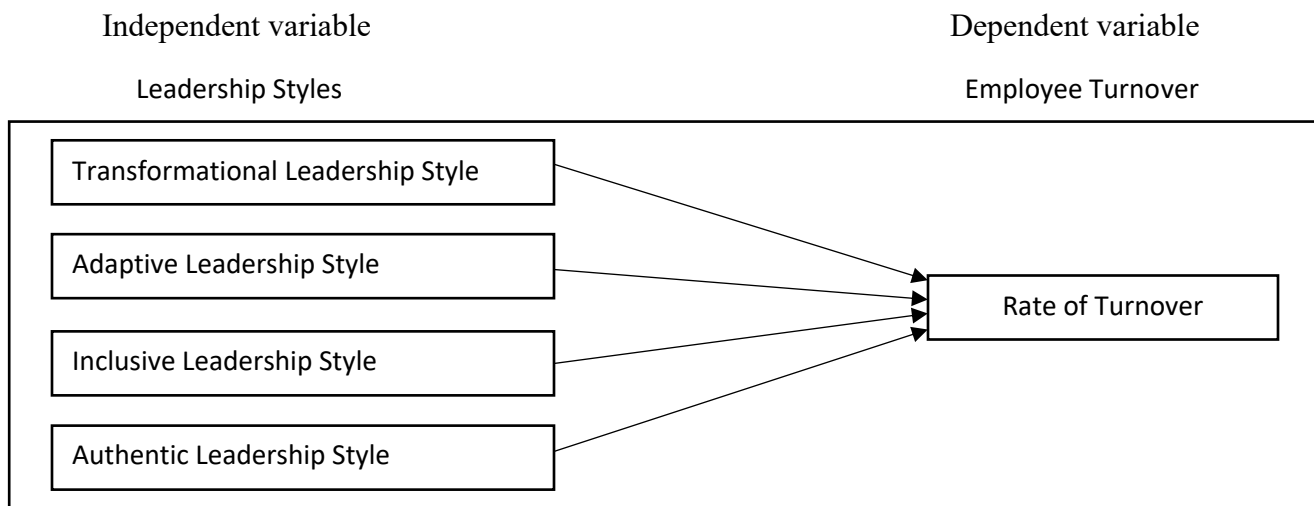
- i. The results of this study may greatly advance our understanding on the relationship between leadership styles and employee turnover. This may also aid in referencing and finding comparisons in research since it may act as source of literature.
- ii. The study findings may hopefully provide information that can be useful in decreasing employee turnover in organisations. Thus, enabling organisations attain competitive advantage in their respective industries.
- iii. To the Kaco Home of Spices policy formulation and review, this study's findings on the relationship between leadership styles and employee turnover are expected to provide guidelines. Within the different departments, the recommendations of this study can be translated to the rest of the organisation for implementation to continuously improve on employee turnover.

1.9 Justification

Gibs (2018), suggested that employee turnover can have a detrimental effect on organisational productivity because it can disrupt work schedules and new employees may not have the necessary skills to perform effectively (Kakar, Lateef , Misron, & Rauza, 2023). Frequent employee turnover can also have a negative impact on employee morale, loyalty to the organisation and overall job satisfaction (Kakar, Lateef , Misron, & Rauza, 2023). Therefore, this study explored the relationship between leadership styles particularly the transformational leadership style, adaptive leadership style, inclusive leadership style and authentic leadership style and employee turnover at Kaco Home of Spices. This provided valuable insight for the organisation in terms of determining how best these leadership styles can help reduce on its employee turnover in order to maximize productivity and improve its performance.

1.10 Conceptual Framework

Figure 1. 1 Relationship between Leadership Styles and Employee Turnover



Source: Developed basing on Ntenga (2018) with modifications.

The independent variable of the framework is leadership styles and undeniably Ntenga (2018) defined leadership styles as the ability to employ managerial competencies to organize the performance by inspiring, igniting, and motivating employees to meet a set organisational goal (Ntenga, 2018). An operational map for the leadership styles is drawn along the transformational leadership style, adaptive leadership style, inclusive leadership style and authentic leadership style. With that, the dependent variable in this framework is employee turnover which is perceived as total number of employees who leave an organisation over a certain time period (Holliday, 2021).

CHAPTER TWO

2.1 Introduction

This chapter gives a general overview of employee turnover and the factors influencing it. The literature is arranged in line with the study objectives making sure that the study questions are relevant. Further, the chapter presents the literature review based on previous studies, reports, and concepts related to the relationship between leadership styles and employee turnover in addition to a theoretical and conceptual framework of the study.

2.2 Theoretical literature review

The study will be anchored on Herzberg 1956 Two Factor Theory.

2.2.1 Herzberg two factor theory

The two-factor theory developed by psychologist Fredrick Herzberg during the 1950s identifies two distinct elements which assist in influencing employee satisfaction: motivators and hygiene (Nickerson, 2023). Employee satisfaction derived from internal motivators includes accomplishment of challenging work tasks as well as appropriate and timely recognition of employee work effort; this encourages employees to find meaning and pleasure in their work activities by receiving additional duties leading to career advancement and individual growth (Alrawahi, Sellgren, Altouby, Alwahaibi, & Brommels, 2020). Conversely, hygiene factors are external and include elements such as fair pay and competent management alongside good relationship with fellow employees promoting job stability and proper working conditions (Rai, Thekkekara, & Kanhare, 2021). As a result, the theory suggests that motivators adjacent to hygiene factors can drastically increase job satisfaction and employee involvement by appealing to the employee's desires and goals (Nickerson, 2023).

In addition to the Herzberg's theory, employers can understand and address the problem of employee turnover by appreciating the role of motivators and hygiene factors in the organisation creating a work place environment that is devoid of sources of dissatisfaction leading to employee turnover (Pallangyo & Hanai, 2020). In spite of its valuable insights as well as practical applications, Herzberg's theory has faced limitations as well as critiques (Alrawahi, Sellgren, Altouby, Alwahaibi, & Brommels, 2020). The two-factor theory may be limited in its ability to fully capture the diverse and intricate factors that contribute to employee motivation and job satisfaction because employees have various preferences, values and needs shaping how they perceive and react to different aspects of their work environment (Alrawahi, Sellgren, Altouby, Alwahaibi, & Brommels, 2020). Also, the theory assumes a standard set of motivators and hygiene factors and does not account the various needs based on personal employee preferences (Indeed Editorial Team , 2025).

2.2 Employee Turnover

Employees turnover describes the rate at which employees enter and exit an organisation during a given time period (Price, 2001). The 21st century has seen rising interest in employee turnover research because this phenomenon directly affects organisational productivity, performance and overall success and standing of the organisation (Abebe, Meaza, & Kalayu, 2020). The research also shows that employee morale, organisational commitment, and job satisfaction are greatly influenced by high employee turnover (Kakar, Lateef , Mison, & Rauza, 2023). It is therefore important for organisations to focus on retaining their valuable employees as high employee turnover can negatively result into low productivity, poor organisational sustainability, reduced competitiveness and low profitability (Scott, Waite, & Reede, 2021).

Studies have shown that employee turnover results from multiple factors but the main cause stems from the constant inconstancy between job and employee expectation (Al-Suraihi, Samikon, Al-Suraihi, & Ibrahim, 2021). Employees typically tend to leave organisations when they perceive that their work environments and respective responsibilities differ from what they anticipated based on various factors including work life balance, compensation and individual and career growth (Scott, Waite, & Reede, 2021). Employers therefore need to understand their employee needs and perspectives because this enables them to create effective strategies for managing employee turnover within the organisation (Abebe, Meaza, & Kalayu, 2020).

Additionally, high employee turnover produces direct financial costs of recruitment and training of new employees generating extensive consequences in the wellbeing and performance of organisation (Al-Suraihi, Samikon, Al-Suraihi, & Ibrahim, 2021). To address the underlying issues, organisations alongside their respective leaders need to implement strategies targeting the main cause of employee turnover (Al-Suraihi, Samikon, Al-Suraihi, & Ibrahim, 2021). Compensation packages matching market rates and value of employee effort while offering professional growth should be provided building a positive workplace culture with open communication, employee recognition programs and flexible work life balance (Alrawahi, Sellgren, Altouby, Alwahaibi, & Brommels, 2020). This will adequately help organisations maintain their best talent improving organisational performance while staying resilient and competitive (Scott, Waite, & Reede, 2021).

2.3 Leadership Styles

Organisations that implement leadership styles in their operations achieve better goal accomplishments as leadership styles play a significant role in shaping the organisational culture both directly and indirectly affecting employee turnover (Haque, et al., 2015). Armstrong (2012),

states that leadership styles are ways in which managers exercise their respective leadership roles within the organisation (Armstrong, 2012). Leadership styles also are considered to be certain behaviour of leaders in organisations that encourage employees to a certain degree towards the attainment of a given organisational goal (Haque, et al., 2015).

Literature on leadership concepts demonstrates that a manager's leadership style can create a substantial effect on the respective employees of the organisation (Haque, et al., 2015). Transformational leadership style, adaptive leadership style, inclusive leadership style and authentic leadership style each offer distinct advantages to the table which in turn become essential for addressing employee turnover problems hindering the organisation's progress (Adair, 2005). Amongst the many leadership styles, the study will be guided by transformational leadership style, adaptive leadership styles, inclusive leadership style and authentic leadership style at Kaco Home of Spices.

2.3.1 Transformational Leadership Style

Transformational leadership style embodies a dynamic and influential approach where a leader motivates their employees to move beyond personal interests but rather towards achieving organisational goals aligned with the organisations' vision (Yusuf & Kurniady, 2019). Through a shared vision, transformational leaders are able to collaborate with their employees creating an effective direction concerning the future of the organisation (Chen, Ding, & Li, 2022). Furthermore, transformational leaders skilfully use unique influential abilities to present their vision in a way that deeply stimulates employees by openly questioning existing assumptions and exploring innovative solutions to difficult challenges leading to a strong purpose and unified dedication that surpasses employee worries (Dema, Rusdi, Yasin, Hamid, & Abriyanti, 2021).

Transformational leaders also understand the inherent and potential value of their employees so they actively work to develop them both individually and professionally through substantial long-term development making them ambitious towards unprecedented success and sustainability (Alessa, 2021). What's more, Teoh, Sam, Wider, Vasudevan, Saad and Lajuma (2022) state that transformational leadership style is multidimensional and comprises of four distinct key components; as defined by appropriate sources include four key dimensions (Teoh, et al., 2022):

1. Individualised influence where the leader acts as a strong role model, earning deep rooted trust and commitment from the employees.
2. Inspirational motivation where the leader communicates a compelling, forward-looking vision that inspires and aligns employees towards a shared goal.
3. Intellectual stimulation where the leader encourages team members to challenge existing assumptions, think critically and explore innovative solutions to difficult organisational challenges.
4. Individualised consideration where the leader attends to the unique and developmental needs of individual workers, offering targeted coaching and support to maintain professional growth amongst the employees.

When seamlessly integrated, these four dimensions establish a solid foundation of trust within the organisation's workforce encouraging long term organisational commitment, adaptation and an unrelenting pursuit of success (Teoh, et al., 2022).

2.3.2 Adaptive Leadership Style

Organisations today use adaptive leadership style as a primary approach because it effectively initiates organisational change as leaders continuously monitor their environment while critically

detecting new challenges so that they can modify their strategies (Lowder, 2009). Through this leadership style, leaders are able to make excellent decisions with limited information by applying systems thinking and common sense to predict the extensive effects of their choices while at the same time avoiding sticking to set plans because they lack foresight to handle changing situations (Lowder, 2009).

Additionally, leaders who adapt empower their employees to develop a workplace environment that encourages swift problem solving (Olasehinde, 2024). This encourages employees to take ownership and experiment further building their organisational mind-set that transforms threats to opportunities enhancing organisational resilience and responsiveness (Olasehinde, 2024).

Literature establishes that adaptive leadership is intrinsically multidimensional, functioning not as a singular administrative trait but as a structured configuration of distinct behavioural sub-dimensions (Heifetz & Linsky, 2002; Northouse, 2016). To comprehensively evaluate how these behaviours influence workplace outcomes, scholars isolate several core operational categories that define the adaptive framework (Heifetz, Grashow, & Linsky, 2009):

Identifying Adaptive Challenges: This dimension involves the leader's capability to systematically distinguish between straightforward technical problems which can be resolved using existing organizational procedures and complex adaptive challenges that demand deep behavioral shifts, systemic learning, and cultural realignment within the workforce (Heifetz, Grashow, & Linsky, 2009; Yuki, 2013).

Regulating Distress: Organizational change naturally generates systemic friction and anxiety; thus, this behavioral dimension requires the leader to actively manage employee stress and uncertainty (Northouse, 2016). By establishing a psychologically safe "holding environment," the leader keeps

distress levels productive, ensuring employees remain motivated rather than overwhelmed by structural changes (Heifetz & Linsky, 2002).

Maintaining Disciplined Attention: Adaptive leaders counteract institutional avoidance by keeping teams strictly focused on the difficult, underlying realities of the change process (Northouse, 2016). This behavior ensures that employees confront complex operational problems directly, preventing them from retreating into comfortable, historical patterns of work (Heifetz, Grashow, & Linsky, 2009).

Giving Work Back to the People: A central facet of the adaptive style is the deliberate reduction of top-down dependency; leaders shift operational ownership directly to the subordinates (Yuki, 2013). By empowering employees to utilize localized judgment and independent problem-solving, the leader builds long-term resilience and structural agility across departments (Northouse, 2016).

Although these behaviours operate as individual functional categories within adaptive theory, foundational models emphasize that they work together as a collective leadership process to drive systemic resilience and stabilize workforce turnover during periods of organizational change (Heifetz, Grashow, & Linsky, 2009; Northouse, 2016).

2.3.3 Inclusive Leadership Style

Inclusive leadership warrants the use of diverse employee talents and perspectives which in turn build an environment of valued and heard employees (Roberson & Perry, 2021). Beyond diversity, inclusive leadership also works to establish a solid culture based on social justice and equal opportunities that directly influence the organisation's practices and decision making (Roberson & Perry, 2021).

Furthermore, with continuous demand to establish and identify employee capabilities, inclusive leadership style gradually taps into the vast potential of the different employees to drive innovation and agility while initiating progressive growth and worthwhile contributions to the organisations (Sun, Zuo, Liu, Huang, & Wen, 2024). However, despite the numerous benefits of the leadership style, the path to implementing inclusive leadership faces numerous obstacles all demanding for a well-rounded dedication from both the leaders and the organisation at large (Sun, Zuo, Liu, Huang, & Wen, 2024).

Therefore, for proper adaptation of the style, leaders must change their way of thinking by moving from a conservative concentration to a more diverse with complete understanding of fairness and inclusion (Roberson & Perry, 2021). Through this, leaders will sequentially and actively find and take apart the system-wide obstacles plus prejudices stopping progress while at the same time advocating for all employees that have been left out by giving them an appropriate opportunity to receive the same chances to give input as well as improve (Roberson & Perry, 2021).

In addition, leaders ought to repeatedly consider their own behaviour and preconception by adjusting to the different cultures, new knowledge and responses as this can also assist in building confidence, teamwork and individual respect (Sun, Zuo, Liu, Huang, & Wen, 2024). This successively builds a bridge to lasting and real change by creating an honest and all rounded workplace where all employees are granted equal chances to be and do their best (Sun, Zuo, Liu, Huang, & Wen, 2024).

Beyond broad organizational ideals, theoretical models establish that inclusive leadership operates as a multi-faceted behavioral construct rather than a unidimensional management trait (Carmeli, Palmon, & Ziv, 2010; Randel, et al., 2018). To systematically capture how these inclusive

dynamics manifest within supervisory interactions, scholars define three core behavioral dimensions (Carmeli, Palmon, & Ziv, 2010):

Openness: This behavioral component reflects a leader's visible approachability and active encouragement of divergent ideas (Carmeli, Palmon, & Ziv, 2010). It is characterized by welcoming new perspectives and stimulating subordinates to openly exchange unique thoughts and experiment with alternative approaches without restrictive barriers (Nembhard & Edmondson, 2006; Randel, et al., 2018).

Availability: This dimension denotes the leader's physical and psychological presence to assist subordinates through active participation (Carmeli, Palmon, & Ziv, 2010). Available leaders ensure that employees feel supported during routine operations, signaling that management is genuinely attentive to the immediate workplace needs and collaborative efforts of the team (Carmeli, Palmon, & Ziv, 2010; Nembhard & Edmondson, 2006).

Accessibility: This facet concerns the mitigation of status distances and the cultivation of a psychologically safe atmosphere where all individuals are treated equitably (Randel, et al., 2018). An accessible leader creates clear avenues for subordinates to voice opinions, ensures they have an equal standing within the group structure, and actively takes steps to embrace individual strengths so that employees feel fundamentally valued and supported (Carmeli, Palmon, & Ziv, 2010; Nembhard & Edmondson, 2006).

While these conceptual sub-dimensions represent distinct behavioural facets within organizational theory, contemporary literature often evaluates inclusive leadership as a unified, systemic style to understand its comprehensive influence on macro-level employee behaviours and broader institutional retention patterns (Carmeli, Palmon, & Ziv, 2010; Randel, et al., 2018).

2.3.4 Authentic Leadership Style

A vital aspect of authentic leadership style involves the leader's unyielding willingness to understand oneself along with actions that follow moral principles creating the basis for constructing confidence and developing good relationships with their employees (Begum, Ghaffar, & Idris, 2023).

Luthans and Avolio (2004) defined authenticity as a process that uses positive psychological abilities within the organisation to increase self-knowledge and self-controlled positive actions amongst leaders and employees resulting into practical self-growth (Begum, Ghaffar, & Idris, 2023). The strong focus on self-understanding and moral responsibility sets authentic leadership apart from other leadership styles increasing its value in developing employee dedication and productivity (Xu & Pang, 2024).

According to Sanders (2021), authentic leadership has a strong purposive drive that champions leaders towards their employees instead of pursuing individualistic goals (Sanders, 2021). Such a purpose helps the leaders in managing counterfactuals regarding their capability to lead and equally serves as motivation to employees by enabling them to tailor their personal objectives to fit into the organisational goals (Sanders, 2021). In fact, literature has noted the impact of authentic leadership on different organisational outcomes including improvement in employee's organisational commitment (Xu & Pang, 2024). Authentic leaders to some level enjoy effectiveness precisely because of the trust-based relationships they are able to develop with their employees which as Sanders (2021) points is vital for effective leadership (Sanders, 2021).

Apart from a leader's ethics and morals, authentic leadership also includes the actions taken by the leader to assist their employees in nurturing their individual growth (Sanders, 2021). Through this,

leaders are able to appreciate success through their employee's growth and development thus creating an environment that permits self-assessment and ethical thinking allowing employees to maximise their potential which in turn positively influences the overall performance and effectiveness of the organisation (Begum, Ghaffar, & Idris, 2023).

Beyond broad definitions of genuine management, theoretical frameworks demonstrate that authentic leadership operates as an intricately multidimensional construct composed of separate behavioral sub-categories (Gardner, Cogliser, Davis, & Dickens, 2011; Walumbwa, Avolio, Peterson, Wernsing, & Gardner, 2008). To objectively assess the manifestation of this style, foundational literature isolates four core psychological and behavioral dimensions (Walumbwa, Avolio, Peterson, Wernsing, & Gardner, 2008):

Self-Awareness: This foundational dimension involves the leader's ongoing process of seeking to understand their own unique personal strengths, developmental limitations, core values, and the direct psychological impact their behavioral patterns exert on team members (Gardner, Cogliser, Davis, & Dickens, 2011; Luthans & Avolio, 2004).

Relational Transparency: This dimension entails presenting one's authentic self to subordinates rather than an artificial or purely bureaucratic persona (Walumbwa, Avolio, Peterson, Wernsing, & Gardner, 2008). It is explicitly characterized by openly sharing genuine information, admitting personal mistakes or operational limitations, and fostering an environment of upfront, honest workplace communication (Gardner, Cogliser, Davis, & Dickens, 2011; Sanders, 2021).

Balanced Processing: This cognitive facet requires the leader to objectively and thoroughly analyze all relevant operational data and employee perspectives before arriving at a final conclusion (Walumbwa, Avolio, Peterson, Wernsing, & Gardner, 2008). Leaders exhibiting this

behavior actively seek out dissenting views and challenge their own internal preconceptions to ensure unbiased, collaborative decision-making processes (Gardner, Cogliser, Davis, & Dickens, 2011).

Internalized Moral Perspective: This behavioral dimension refers to a leader's deep-seated self-regulation guided by embedded ethical standards and core values, rather than giving in to external group, organizational, or societal pressures (Walumbwa, Avolio, Peterson, Wernsing, & Gardner, 2008). It ensures that leadership actions remain highly consistent with stated moral principles even during periods of intense institutional difficulty (Luthans & Avolio, 2004; Xu & Pang, 2024).

While these four distinct dimensions possess unique theoretical boundaries, established literature frequently operationalizes authentic leadership as a cohesive, aggregate framework to thoroughly understand its systemic influence on overarching employee dedication and long-term organizational commitment trends (Gardner, Cogliser, Davis, & Dickens, 2011; Walumbwa, Orwa, Wang, & Lawler, 2005).

2.4 Transformational Leadership Style and Employee Turnover

The pivotal work by Bass and Riggio (2006) on transformational leadership style greatly enhanced our understanding on the effects of this leadership style and employee turnover by showing a strong inverse relation (Bass & Riggio, 2006). Supportive and vision-oriented leaders tend to ignite higher levels of motivation, emotional attachment and professional growth enabling their employees to stay with the organisation (Gan & Voon, 2021).

Transformational leaders motivate their employees by creating a vision that matches their persona and work goals (Huang & Huang, 2020). According to Schaufeli and Bakker (2004), when employees are engaged, they are more dedicated to their organisation and less inclined to seek

alternative employment (Schaufeli & Bakker, 2004). Similarly, transformational leaders encourage strong connections between employees and the organisation, making them feel more included (Huang & Huang, 2020). When employees see themselves as part of the organisation's vision, they are more likely to stay loyal to the organisation in turn keeping employee turnover low (Huang & Huang, 2020).

The study by Walumbwa, Orwa, Wang and Lawler (2005) analysed how transformational leadership relates with job satisfaction levels by proving that through employee motivation, proper communication of organisational values and career advancement support, employees are less likely to leave their current jobs (Walumbwa, Orwa, Wang, & Lawler, 2005). Additionally, studies also show that when employees feel safe at work, they are less likely to leave (Lin, Xian, Li, & Huang, 2020). Transformational leaders help create a safe work environment by allowing employees to share their thoughts, try new things and be creative without worrying about any potential backlash (Lin, Xian, Li, & Huang, 2020). This way of building trust can lead to better employee retention and lower employee turnover (Walumbwa, Orwa, Wang, & Lawler, 2005).

On the downside, even though past research shows that transformational leadership usually helps with maintaining employees, some experts argue that it can backfire resulting into higher employee turnover in certain situations (Lin, Scott, & Matta, 2018). With these findings suggesting that while this leadership style is beneficial to both the leader and employees, it can ultimately wear out the leaders causing them to feel drained, eventually causing more employees to quit (Lin, Scott, & Matta, 2018).

2.5 Adaptive Leadership style and Employee Turnover

Adaptive leadership focuses on figuring out problems, keeping stress in check at work, encouraging new ideas and helping employees appropriately deal with and adapt to the constantly changing work environment (Gyuroka, 2010). Unlike other leadership styles, an adaptive leader really aims to create a comfortable workplace where all employees feel safe to try out new things, learn from their past and current mistakes and are encouraged to continuously take part in making important decisions (Gyuroka, 2010).

When leaders encourage equal participation for all employees, it creates a workplace environment where all employees feel valued (Larios, 2024). Involving employees in decisions helps them to take ownership of their work which in turn boosts their motivation and job satisfaction (Larios, 2024). With the addition of leaders encouraging their employees to take the lead, it helps them grow and feel more aligned with the organisations goals making them less likely to seek employment elsewhere (Gyuroka, 2010).

Yuki (2013) stated that adaptive leaders focus on helping their employees grow by encouraging them to continue learning because this not only helps employees to advance in their careers but also acts as a benefit to the organisation by maintaining employees who are up to date with the changes in the workplace (Yuki, 2013). It also shows employees that they are valued and that their career growth matters (Yuki, 2013). When organisations and leaders promote a strong learning and adaptive culture, employees are more likely to stick to around because they see chances of development in their skills that foster career progress lowering their chances of leaving the organisation (Ria, 2023).

However, while adaptive leadership style can bring a lot of good, it does come with changes that might cause employees to leave the organisation if not handled well (Lindberg, 2022). The constant changes, high demand and quick decision-making can lead to stress, exhaustion and uncertainty leaving employees unhappy and ready to quit (Lindberg, 2022). Also, some employees might find it tough to deal with the constant shift in priorities and may prefer to move to a more stable work environment (Lindberg, 2022).

2.6 Inclusive Leadership Style and Employee Turnover

Carmeli, Palmon and Ziv (2010) described inclusive leadership as a style that focuses on fairness, openness and getting input from different viewpoints (Carmeli, Palmon, & Ziv, 2010). A big part of this leadership style is creating a safe work space for employees so they can speak up and act without worrying about being judged or facing backlash from others (Edmondson, 1999). With the exception of other leadership styles, inclusive leadership not only looks at the employee's standing in the organisation but it also embodies how leaders act to ensure that all employee ideas and perspectives are considerably heard, especially those who are usually left out or might not get a say (Roberson & Perry, 2021).

Nembhard and Edmondson (2006) also suggested that setting up norms and practices encouraging equality, share power and take diverse options seriously amongst leaders and their respective employees can help create a more inclusive work environment (Roberson & Perry, 2021). From this perspective, researchers have pointed out some key aspects of inclusive leadership style from leader's willingness and openness to other opinions outside theirs, leader's ability to interact and welcome different employees to supporting and empowering their employees to actively take part in organisational activities (Xintian & Peng, 2023). Therefore, by establishing clear expectations for participation from employees, inclusive leaders can create a diverse workplace where all

employees feel appreciated and are empowered to keenly help the organisation succeed (Xintian & Peng, 2023).

2.7 Authentic Leadership Style and Employee Turnover

Authentic leadership style is strongly built on the utmost trust between leaders and employees through the unlimited support from leaders towards their employee's growth and development negatively impacting any possibility of employee turnover in the organisation (Jun, Hu, & Sun , 2023). Avolio, Reichard, Hannah and Walumbwa (2009) explained that authentic leadership can help shape how employees feel and act which in turn helps to boost their commitment to the organisation (Avolio, Reichard, Hannah, Walumbwa, & Chan, 2009). By building trust and optimism, this leadership style can encourage employees to stay with the organisation instead of leaving (Avolio, Reichard, Hannah, Walumbwa, & Chan, 2009).

When leaders create genuine relationships with their employees, it often leads to a strong connection based on mutual respect no matter their respective roles in the organisation (Ilies, Morgeson, & Nahrgang, 2005). Using a good and consistent balance with clear actions from authentic leader can help in keeping employees around (Walumbwa, Avolio, Peterson, Wernsing, & Gardner, 2008). Recently, study have shown that authentic leadership style can help keep employees around by lowering their emotional and work burnout, boosting their job satisfaction, increasing engagement at work and strengthening commitment to the organisation creating a fair work environment (Olaniyan & Hystad, 2016).

CHAPTER THREE

3.1 Introduction

This chapter presents the research methods which will be used to carry out the study. It covers the research design, study population, sample size, sampling techniques, data sources, data collection instruments, measurement of research variables, reliability and validity of instruments, data processing and analysis and limitations of the study.

3.2 Research Design

The study used a cross-sectional research design to look into how the different leadership styles i.e. transformational leadership style, adaptive leadership style, inclusive leadership style and authentic leadership style relate to employee turnover at Kaco Home of Spices. According to Olsen and Diane (2004), this approach was useful because it assisted in gathering clear and organised data from respondents in time (Olsen & Diane, 2004). A quantitative approach was also adapted to ensure that the data collected can be analysed and described properly (Amin, 2005).

3.3 Study Population

The study focused on a population of 125 employees at Kaco Home of Spices (HR records, 2024). The employees provided insight on the organisation's leadership styles and employee turnover.

3.4 Study Sample

Based on Krejcie and Morgan (1970), the sample size for this study was 97 respondents at Kaco Home of Spices. The specific sample size for each individual department was determined using the following formula:

$$S = \left(\frac{Pd}{Pt} \right) \times St$$

S = Departmental Sample Size

Pd = Total population within the specific department

Pt = Total study population (125)

St = Total sample size determined by Krejcie and Morgan (97)

Table 3.1: Proportional distribution of the sample size

Category	Target Population	Sample Size
Top Management	11	9
Accounts	8	6
Clients Relationship	8	6
Sales	13	10
Production and Packaging	68	53
Technical Support	7	5
Cleaning and maintenance	6	5
Security	4	3
Total	125	97

3.5 Sampling Techniques

Simple random sampling was used in collecting data from respondents to minimise bias (Amin, 2005). This gave each respondent equal chance of participating in the study hence avoiding bias.

3.6 Data Sources

The study used two types of data that is primary data and secondary data.

3.6.1 Primary Data

The primary data was collected from employees at Kaco Home of Spices. The researcher used a questionnaire to collect first-hand information from participants (Benedictine University, 2022).

3.6.2 Secondary Data

Secondary data was collected from various sources like dissertations, books, websites and journals (Benedictine University, 2022). This method of collecting data was important to the study because it helped in building the literature review.

3.7 Data Collection Instruments

3.7.1 Questionnaire

A questionnaire is a set of objectives translated into question form intended to solicit for responses that meet the objectives of the research being undertaken (MacMillan & Schumacher, 2001). In this study, the researcher used a closed-ended questionnaire.

3.8 Measurement of Research Variables

The study variables were measured using structured research instruments adapted from established scholars. Specifically, transformational leadership style was measured by adopting the research instrument utilised by Ntenga (2018), adaptive leadership style was measured using items adapted from Northouse (2016), inclusive leadership style was operationalized using scales from Carmeli et al. (2010), and authentic leadership style was measured using items derived from Walumbwa et al. (2008). Furthermore, the research instrument for the dependent variable, employee turnover, was adopted from Teddy (2015). All questionnaire items were anchored on a 5-point Likert scale to maintain consistency across the instrument.

3.9 Data Processing and Data Analysis

3.9.1 Data Analysis

Data collected was analysed by the statistical package for social sciences (SPSS). Additionally, after collecting all the necessary data, it was coded and edited, analysed and rephrased to eliminate errors and ensure consistency. It was also categorized, discussed, classified and summarised basing on the various responses (University of Pretoria, 2024). This eased the tabulation work as it further assisted in removing unwanted responses considered insignificant. Data collected from the field with the use of study instruments was classified into meaningful categories enabling the researcher to bring out essential patterns from the data that were organised for presentation.

3.9.2 Data Processing

Data processing included coding and editing all the responses collected from the field to check for completeness and accuracy ensuring that data is accurate and consistent (Petrat, 2021).

3.10 Quality control

Quality control focuses on the process that aims to monitor and maintain good standards (University of Wisconsin–Madison, 2020). In this process, the researcher detected, reduced, and corrected all associated problems so as to keep up with quality information.

3.10.1 Validity of Instruments

Validity assisted in determining whether the statements in the questionnaire instrument are relevant to the study (Amin, 2005). The researcher developed instruments under close guidance of the supervisor which assisted in identifying ambiguous questions in the instruments and re-aligned them to the objectives. For this case, the validity of the instruments was tested using the Content Validity Index Test (CVI) (Kothari, 2004).

$$CVI = \frac{\text{Number of items regared relevenat by the judges}}{\text{Total number of items}}$$

Table 3 .2: Validity Results

Variables	Originals	Relevant	Content Validity Index
Transformational Leadership Style	6	5	0.833
Adaptive Leadership Style	6	5	0.833
Inclusive Leadership Style	6	5	0.833
Adaptive Leadership Style	6	5	0.833
Authentic Leadership Style	16	14	0.875
Overall	40	34	0.850

Source: Primary Data

The findings in Table 3.2 above show that the content validity index for the questionnaire was 0.850.

3.10.2 Reliability of Instruments

Reliability is the extent to which a test or procedure of data collection yields similar results under constant conditions on all occasions (Amin, 2005). To ensure reliability of instruments the researcher administered one type of questionnaire to the respondents. The Cronbach's Alpha (α) formula was used to test the reliability of the instrument (Tavakol & Dennick, 2011).

Table 3.3: Reliability Statistics

Variables	Cronbach Alpha Coefficient	No of Items
Transformational Leadership Style	0.812	5
Adaptive Leadership Style	0.785	5

Inclusive Leadership Style	0.821	5
Authentic leadership Style	0.794	5
Employee Turnover	0.843	14
Overall Questionnaire	0.868	34

Source: Primary Data

The findings in Table 3.3 above show that the Cronbach Alpha Coefficient for the questionnaire was 0.868.

3.11 Ethical Consideration

The data obtained from the respondents was purely treated as academic and confidential for the safety, social and psychological well-being of all the respondents. Informed consent was sought and appropriate documentation kept. Respondents were selected by their willingness to participate without compulsion and no risk to the respondents was identified at any stage during the research.

3.12 Limitations of the study

The study was expected to be constrained by the following;

Bureaucracy. From all the procedures, getting data from management took time. This was managed by determining who needs to be involved in the research process and establishing clear communication.

Fear of disclosure on names by the respondents. In that regard, the researcher assured the respondents about the need to for confidentiality.

Time and financial constraints. The study was also limited by a restricted academic timeframe and a lack of external funding. This made it impossible to expand the scope of data collection beyond a single case study organization or extend the research period, restricting the study to a cross-sectional timeframe.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction

The research findings presented, analysed, and interpreted in this chapter discuss the findings from the study aimed at investigate the impact of leadership styles i.e. transformational leadership style, adaptive leadership style, inclusive leadership style and authentic leadership style on employee turnover at Kaco Home of Spices. The findings are structured into three key sections: background information of the respondents, Pearson correlation analysis, and regression analysis.

4.1 Response Rate

The sample size was 97 respondents at Kaco Home of Spices and all these respondents were identified and each of them received a questionnaire. 78 questionnaires were received back fully filled in making a response rate of 80.4%.

4.2 Background Information

This section presents, analyses and discusses the background information of the respondents at Kaco Home of Spices in order to provide a clear understanding on who they are.

Table 4. 1: Gender of Respondents

Gender	Frequency	Percent
Male	25	32.1
Female	53	67.9
Total	78	100.0

Source: Primary Data

The findings in Table 4.1 show that out of 78 respondents, the majority were female with a percentage of 67.9 while 32.1% were male. This showed a significant gender imbalance amongst the respondents, with more than twice as many females than males at Kaco Home of spices.

Table 4. 2: Age of Respondents

Age	Frequency	Percents
20-29	19	24.4
30-39	44	56.4
40-49	12	15.4
50 and above	3	3.8
Total	78	100.0

Source: Primary Data

The findings in Table 4.2 show that most respondents fell within the 30–39 age range (56.4%), followed by 24.4% in the 20–29 range. The remaining participants were between 40–49 years (15.4%) and 50 years and above (3.8%). The findings indicate a predominantly young to middle-aged workforce, likely still developing their careers. Younger employees may be more responsive to growth opportunities, career progression, and transformational leadership, while older employees might value stability and consistent organizational culture. These age dynamics play a role in how leadership interventions are received and whether they influence turnover behaviour.

Table 4. 3: Level of Education

Level of Education	Frequency	Percent
Certificate	28	35.9
Diploma	19	24.4
Bachelor's Degree	30	38.5
Master's Degree	1	1.3
Total	78	100.0

Source: Primary Data

The findings in Table 4.3 show that educational levels among respondents varied, with 38.5% holding bachelor's degrees, 35.9% with certificates, and 24.4% with diplomas. Only 1.3% had master's degrees. This mix of academic backgrounds suggests a workforce capable of understanding formal leadership structures. Educated employees may have higher expectations for

communication, participation, and recognition, which are often embedded in transformational and inclusive leadership styles.

Table 4. 4: Position at Kaco Home of Spices

Position	Frequency	Percent
Top Management	5	6.4
Accounts	5	6.4
Client's relationship	4	5.1
Sales	7	9.0
Productions and Packaging	46	59.0
Technical Support	5	6.4
Cleaning and Maintenance	4	5.1
Security	2	2.6
Total	78	100.0

Source: Primary Data

The findings in Table 4.4 show a significant majority of employees (59%) are engaged in Production and Packaging department indicating that this is the largest department within the organisation. Other departments, such as Sales, Accounts, Top Managements and Technical Support have relatively high smaller percentages of employees ranging from 6.4% to 9%. The remaining departments including Clients Relationship, Cleaning and Maintenance and Security have lower percentages with 5.1% to 2.6% respectively.

Table 4. 5: Years served at Kaco Home of Spices

Years	Frequency	Percent
1-5	24	30.8
6-10	25	32.1
11-15	10	12.8
16-20	10	12.8
Above 20	9	11.5
Total	78	100.0

Source: Primary Data

The findings in Table 4.5 show that a significant portion of employees 62.9% (30.8% + 32.1%) have served for 1-10 years, suggesting a relatively high employee turnover within the first decade of employment. In contrast, only 11.5% of employees have served for 20 years or more indicating

a long-term employee retention rate. This implies that many employees leave the organisation early on potentially due to job dissatisfactions or better opportunities elsewhere. The moderate percentage of employees serving 11-20 years (25.6%) suggests some level of job stability but overall, the data points to a workforce with limited loyalty and a high propensity for employee turnover.

4.3 Results of the study

This section of the study presents the results of each of the study objectives.

Inferential Analysis

Pearson Correlation Coefficients was used to provide valuable insights into the relationships between the various leadership styles i.e. Transformational Leadership Style, Adaptive Leadership Style, Inclusive Leadership Style and Authentic Leadership style and Employee Turnover as disclosed below.

Table 4. 6: Pearson Correlation between study variables

Variables	Mean	Std Dev.	1	2	3	4	5
1. Transformational leadership Style	3.60	0.45	1				
2. Adaptive Leadership Style	3.70	1.1	.290**	1			
3. Inclusive Leadership Style	4.05	1.10	.285**	.295**	1		
4. Authentic Leadership Style	4.10	1.08	.300**	.315**	.917**	1	
5. Employee Turnover Style	3.00	0.19	-.305**	.310**	-.330**	-.315**	1

**Correlation is significant at 0.01 level (2tailed).

Source: Primary Data

4.3.1 Objective One: To investigate the relationship between transformational leadership style and employee turnover at Kaco Home of Spices

The findings presented in Table 4.6 reveal a negative and significant relationship between transformational leadership style and employee turnover ($r = -0.305^{**}$, $p < 0.01$) at Kaco Home of Spices. This shows that transformational leadership style lowers employee turnover at Kaco

Home of Spices. This aligns with prior studies of Bass and Riggio (2006) which established that transformational leaders inspire and intellectually stimulate employees, contributing to greater job satisfaction and utmost employee commitment to the organisation (Bass & Riggio, 2006). Additionally, the study by Walumbwa, Orwa, Wang and Lawler (2005) analysed that transformational leadership lowers employee turnover through employee motivation, proper communication of organisational values and career advancement support (Walumbwa, Orwa, Wang, & Lawler, 2005).

4.3.2 Objective Two: To determine the relationship between adaptive leadership style and employee turnover at Kaco Home of Spices

The results in Table 4.6 show a positive and significant relationship between adaptive leadership style and employee turnover ($r = 0.310^{**}$, $p < 0.01$) suggesting that, adaptive leadership style does not lower employee turnover at Kaco Home of Spices. The findings of this study are in line with the study of Lindberg (2022) which reported that the constant shift in priorities and high changing demands lead to employee turnover (Lindberg, 2022).

4.3.3 Objective Three: To find out the relationship between of inclusive leadership style and employee turnover at Kaco Home of Spices

The results ($r = -0.330^{**}$, $p < 0.01$) in Table 4.6 indicate a negative and significant relationship between inclusive leadership style and employee turnover at Kaco Home of Spices. This means that at Kaco Home of Spices employee turnover can be lowered by apply applying inclusive leadership style. This is explained by Carmeli, Paloma and Ziv (2010) who argued that leaders with inclusive traits promote openness, accessibility and appreciation of diverse perspectives thus enhancing employee's sense of belonging and psychological safety, which in turn reduces employee intention to leave (Carmeli, Palmon, & Ziv, 2010).

4.3.4 Objective Four: To establish the relationship between of authentic leadership style and employee turnover at Kaco Home of Spices

The results in Table 4.6 show a negative and significant relationship between authentic leadership style and employee turnover. ($r = -0.315^{**}$, $p < 0.01$), indicating that employees are less likely to leave when a leader is expresses authentic traits at Kaco Home of Spices. The findings of the study are in line with the study of Walumbwa, Avolio, Peterson, Wernsing, and Gardner (2008) which reported that employees tend to trust authentic leaders more, which in turn enhances their job satisfaction and commitment to the organisation (Walumbwa, Avolio, Peterson, Wernsing, & Gardner, 2008).

4.3.5 Regression analysis to relationship between leadership styles and employee turnover at Kaco Home of Spices

To further examine the individual and combined relationship between the four leadership styles i.e. transformational leadership style, adaptive leadership style, inclusive leadership style and authentic leadership style and employee turnover, a multiple regression analysis was conducted. This approach helped determine the extent to which each leadership style predicts employee turnover when considered simultaneously.

Table 4.7: Multiple Regression Table

Unstandardised Coefficients			Standardised Coefficients		
Model	B	Std Error	Beta	T	Sig.
1 (Constants)	3.290	.231		14.230	.000
Transformational Leadership Style	-.100	.069	-.169	-1.453	.151
Adaptive Leadership Style	.010	.020	.582	.509	.002
Inclusive Leadership Style	-.219	.082	-1.255	-2.668	.029
Authentic Leadership Style	-.194	.082	-1.109	-2.362	.021

a. Dependent Variable: Employee Turnover

R = .333a, R Square = .111, Adjusted R Square = .062, Std. Error of the Estimate = .20578, Sig = .000

Source: Primary Data

Results in Table 4.7 show that the predictors explain 6.2% of the variance in employee turnover at Kaco Home of Spices (Adjusted R Square = .062). The results further show that adaptive leadership style has a positive and statistically significant relationship with employee turnover (Beta = 0.582, Sig = .002), meaning that at Kaco Home of Spices, adoptive leadership is the best suited to solve the employee turnover problem.

However, transformational leadership style (Beta = -0.169, Sig = 0.151), authentic leadership style (Beta = -1.109, Sig = .121), and inclusive leadership style (Beta = -1.255, Sig = .229) were all found to be statistically insignificant in this model indicating that these leadership styles are not appropriate styles to solve the employee turnover at Kaco Home Spices.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary and discussion of findings, conclusions, and recommendations derived from the study's results.

5.1 Summary of the findings

The objectives of the study of the study were:

- i. What is the relationship between of transformational leadership style and employee turnover at Kaco Home of Spices?
- ii. What is the relationship between adaptive leadership style and employee turnover at Kaco Home of Spices?
- iii. What is the relationship between inclusive leadership style and employee turnover at Kaco Home of Spices?
- iv. What is the relationship between authentic leadership style relate and employee turnover at Kaco home of Spices?

5.2 Discussion of findings

5.2.1 To investigate the relationship between transformational leadership style and employee turnover at Kaco Home of Spices

The study found a negative and significant relationship between transformational leadership style and employee turnover ($r = -0.305^{**}$, $p < 0.01$), indicating that transformational leadership style lowers employee turnover at Kaco Home of Spices. The findings are supported by Bass and Riggio (2006) and Walumbwa, Orwa, Wang, and Lawler (2005), who noted that inspiring employees,

communicating organizational values, and supporting career growth reduce employee turnover (Bass & Riggio, 2006; Walumbwa, Orwa, Wang, & Lawler, 2005).

However, the regression results revealed that transformational leadership style had a negative but statistically insignificant relationship with employee turnover (Beta = -0.169, Sig = 0.151), suggesting that although transformational leadership may reduce employee turnover, its influence was not strong enough to make a significant impact at Kaco Home of Spices.

5.2.2 To determine the relationship between adaptive leadership style and employee turnover at Kaco Home of Spices

The study revealed a positive and significant relationship between adaptive leadership style and employee turnover ($r = 0.310^{**}$, $p < 0.01$), suggesting that adaptive leadership style does not lower employee turnover at Kaco Home of Spices. The findings agree with Lindberg (2022), who explained that constant shifts in priorities and frequent changing demands often increase employee turnover (Lindberg, 2022).

The regression analysis further showed that adaptive leadership style had a positive relationship with employee turnover (Beta = 0.582), implying that increased adaptive leadership tendencies may contribute to increased employee turnover at Kaco Home Spices.

5.2.3 To find out the relationship between inclusive leadership style and employee turnover at Kaco Home of Spices

The study revealed a negative and significant relationship between inclusive leadership style and employee turnover ($r = -0.330^{**}$, $p < 0.01$), suggesting that inclusive leadership style lowers employee turnover at Kaco Home of Spices. The findings are supported by Carmeli, Reiter-Palmon, and Ziv (2010), who noted that inclusive leaders promote openness, fairness, and employee belonging, thereby reducing employee turnover (Carmeli, Palmon, & Ziv, 2010).

The regression results also revealed that inclusive leadership became statistically non-significant (Beta -1.255, Sig = 0.229). This tells us that while employees highly value an open and approachable boss (Carmeli, Palmon, & Ziv, 2010), this friendly environment cannot independently stop staff from leaving. At Kaco Home of Spices, a manager's openness provides emotional support, but it cannot overcome the heavy workload and operational demands that drive turnover.

5.2.4 To establish the relationship between authentic leadership style and employee turnover at Kaco Home of Spices

The study revealed a negative and significant relationship between authentic leadership style and employee turnover ($r = -0.315^{**}$, $p < 0.01$), suggesting that authentic leadership style lowers employee turnover at Kaco Home of Spices. The findings are supported by Walumbwa, Avolio, Peterson, Wernsing, and Gardner (2008), who argued that employees are more likely to trust authentic leaders, improving job satisfaction and organizational commitment, which lowers turnover (Walumbwa, Avolio, Peterson, Wernsing, & Gardner, 2008).

However, when put into the final regression model, authentic leadership was not statistically significant (Beta = -1.109, Sig = 0.121). This shows that leader transparency and high ethical values (Walumbwa, Avolio, Peterson, Wernsing, & Gardner, 2008) are necessary for basic workplace trust, but they do not have independent power to stop employee turnover. Being honest and admitting mistakes helps team morale, but it does not reduce the actual workload pressures that cause employees to quit.

5.3 Conclusion

The Pearson correlation analysis showed clear and outstanding relationships between each leadership style and employee turnover when looked at individually. Inclusive leadership style, authentic leadership style, and transformational leadership style all showed a negative and statistically significant relationship with employee turnover, indicating that when practiced on their own, these three leadership styles lower employee turnover at Kaco Home of Spices.

Inclusive leadership style had the strongest negative relationship with employee turnover ($r = -0.330^{**}$, $p < 0.01$), suggesting that employees at Kaco Home of Spices who perceive their leaders as inclusive are less likely to leave the organization. Similarly, authentic leadership style also showed a significant negative relationship ($r = -0.315^{**}$, $p < 0.01$), pointing to the importance of transparency and ethical conduct when trying to maintain employees at Kaco Home of Spices. Transformational leadership style followed closely ($r = -0.305^{**}$, $p < 0.01$), suggesting that inspiration, motivation, and individualized attention by leaders may reduce turnover at Kaco Home of Spices, although to a slightly lesser degree.

Adaptive leadership style, on the other hand, had a positive relationship with employee turnover ($r = 0.310^{**}$, $p < 0.01$), meaning that an adaptive leadership style actually increases employee turnover at Kaco Home of Spices. Although adaptive leadership style is often associated with flexibility and innovation, the results in this study suggest that it contributed to uncertainty or operational stress among employees, leading them to seek more stable and secure work environments.

To investigate the combined and individual relationships between the four leadership styles and employee turnover, a multiple regression analysis was conducted. The model summary showed

that the predictors can only explain 6.2% of the changes in employee turnover (Adjusted R Square = 0.062) at Kaco Home of Spices. The results suggest that the leadership styles included do not strongly account for changes in employee turnover at Kaco Home of Spices; however, other factors not captured, such as salary, job satisfaction, organizational culture, or personal circumstances could be attributed.

Despite the limited predictive power of the model overall, it was statistically significant (Sig = 0.000), indicating that the four leadership styles together do have a relationship with employee turnover to some extent. However, the most meaningful insights came from the regression coefficients, which showed which leadership styles had statistically significant individual relationships when all styles were considered together in the same model.

The regression results showed that only adaptive leadership style had a statistically significant relationship with employee turnover. Adaptive leadership style had an exceptionally strong relationship (Beta = 0.582, Sig = 0.002), confirming that when leaders push employees out of their comfort zones, challenge old habits, and demand continuous adjustments, employee turnover increases significantly due to change fatigue.

Transformational leadership style (Beta = -0.169, Sig = 0.151), inclusive leadership style (Beta = -1.255, Sig = 0.229), and authentic leadership style (Beta = -1.109, Sig = 0.121) did not show a statistically significant relationship with employee turnover in the final model. While these three leadership styles showed a negative relationship, they were not strong enough to be considered reliable predictors of employee turnover at Kaco Home of Spices.

5.4 Recommendations

Derived from the findings of the study, the following recommendations are given with respect to investigating the relationship between leadership style particularly transformational leadership style, adaptive leadership style, inclusive leadership style, and authentic leadership style and employee turnover at Kaco Home of Spices:

Approach Adaptive Leadership Carefully: Management must stop introducing rapid, sudden, or poorly explained operational changes, as forcing adaptation directly drives up employee turnover. Instead, leaders should match changes with clear structural guidance and proper pacing to protect employee job security and role clarity.

Reposition Support Leadership Styles: Management should not rely on transformational, inclusive, or authentic leadership styles as standalone solutions to keep staff, since they failed to predict turnover in the final model. Instead, leaders should use inspirational motivation, transparency, and openness together as tools to reduce stress during organizational changes.

Evaluate Non-Leadership Factors: The human resource department must immediately look beyond management behaviors to address employee exits. Management needs to investigate and improve practical, non-leadership factors such as salary scales, work-life balance, physical working conditions, and structured stress management programs.

5.5 Further studies

Further research should expand beyond leadership styles to include other potential drivers of employee turnover such as compensation, job satisfaction, work-life balance, and organizational culture. These factors, while outside the scope of the current study, are often cited as key

determinants of employee retention and could explain the majority of variance in turnover not captured by leadership styles alone.

Furthermore, further studies might also incorporate qualitative methods such as interviews or focus groups to gain deeper insights into how employees perceive leadership and how it influences their decision to stay or leave.

Additionally, since this study used a cross-sectional research design for Kaco Home of Spices, future studies should consider a longitudinal research design to compare three or more organisations in Uganda's spice industry. Tracking multiple organisations over a longer period of time would show how these leadership styles are applied across different corporate cultures and also track how they directly and affect employee turnover over time.

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UCUREC INFORMED CONSENT FORM

APPENDICES

Appendix I: Consent Form

Title of Study: Leadership Styles and Employee Turnover: A Case Study of Kaco Home of Spices

No.	Name of Investigator	Designation	Address/Telephone/ Email	Institution of Affiliation
1.	Kakooza Julian Suzan	Principal Investigator	0757319927 julienne3julian@gmail.com	Uganda University Christian
2.	Dr. Moses Kamyia	Academic supervisor	0752836736 tahatemk@gmail.com	Uganda University Christian

1. Introduction and rationale of the Study

I am conducting a study to determine the effects of leadership styles particularly transformational leadership style, adaptive leadership style, inclusive leadership style and authentic leadership style on employee turnover at Kaco Home of Spices. This will assist in exploring the underlying reasons for the recurring employee dissatisfaction leading to employee turnover within the organisation as well as understand the significant impacts of leadership styles in terms of overriding employee turnover leading to the wellbeing off the organisation.

2. Description of the Research

The study will be guided by the cross-sectional research design to investigate the relationship between leadership styles and employee turnover at Kaco Home of Spices. This design will further be quantitative to help ensure that data collected is critical for analysis and descriptive interpretation.

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3. Participation

The participants of the study will be the employees at Kaco Home of Spices with a sample size of 97 respondents comprising of top management, accounts, client relationship, sales, production and packaging, technical support, cleaning and maintenance and security.

4. Potential Risks and Discomforts

The risk of participation in the study is potential for loss of privacy but we do not put identifying information in the database and all information collected will be kept in a password protected encrypted server. Additionally, there is a possibility that some questions may make you feel uncomfortable.

If this happens, you may stop answering or skip questions if needed.

5. Potential Benefits

The results attained will help management at Kaco Home of Spices understand the impacts of leadership styles on employee turnover within the different departments, the recommendations of this study can be translated to the rest of the organisation for implementation to continuously improve on employee turnover.

6. Confidentiality

For the research database, your name or any other identifying information will not be included. The database will be secured under password protection. All information obtained will be locked away only accessed by those participating in the research thus all will be kept confidential. Every participant will be asked to sign a written study informed consent form before participating in the study as this ensures voluntarism and acceptability to participate in the study.

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7. Procedure

If you take part in this research study, the research investigator will approach you and introduce themselves to you and tell you about the study.

They will then get your consent for the study and issue a questionnaire to you. You will be given 24 hours to fill in the questionnaire and ask in cases where you are unsure. The questionnaires will take approximately 15 minutes or less of your time. The questionnaire will further be collected back once you are done filling it out.

8. Voluntary Participation

You are encouraged to ask for clarification. Your consent is voluntary. Your decision to participate in the study will not affect your work at the organisation.

9. Withdrawal from the Study and/or Withdrawal of Authorization

As a participant in this study, you are free to withdraw from the study at any time. Give the participant confidence that they have rights and freedom on any decision they want regarding the study. Participants can even choose particular questions/engagements in the process not the entire time.

10. Reimbursements

Participants will be compensated 10,000ugsh for participating in the study.

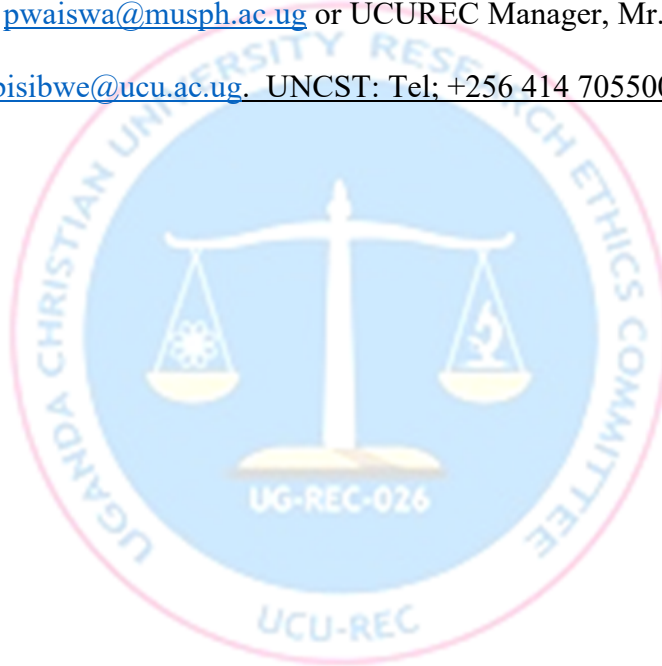
11. Whom to contact in case of ethical related concerns.

Please contact the primary investigator (contact information below) in case of any questions or a problem.

UCUREC INFORMED CONSENT FORM

Kakooza Julian Suzan, Tel: 0757319927, Email: julienne3julian@gmail.com

If you would like to speak with someone who is not directly involved in the study about any Ethical or your rights related concerns or inquiries, please contact UCUREC Chairperson; Prof. Peter Waiswa, 0772405357, pwaiswa@musph.ac.ug or UCUREC Manager, Mr. Osborn Ahimbisibwe, 0775737627 or oahimbisibwe@ucu.ac.ug. UNCST: Tel; +256 414 705500, info@uncst.go.ug



UCUREC INFORMED CONSENT FORM

STATEMENT OF CONSENT

I voluntarily agree to participate in this research program; to tick appropriately

Yes

☐

No

☐

I understand that I will be given a copy of this signed Consent Form.

Name of Participant:

Signature:

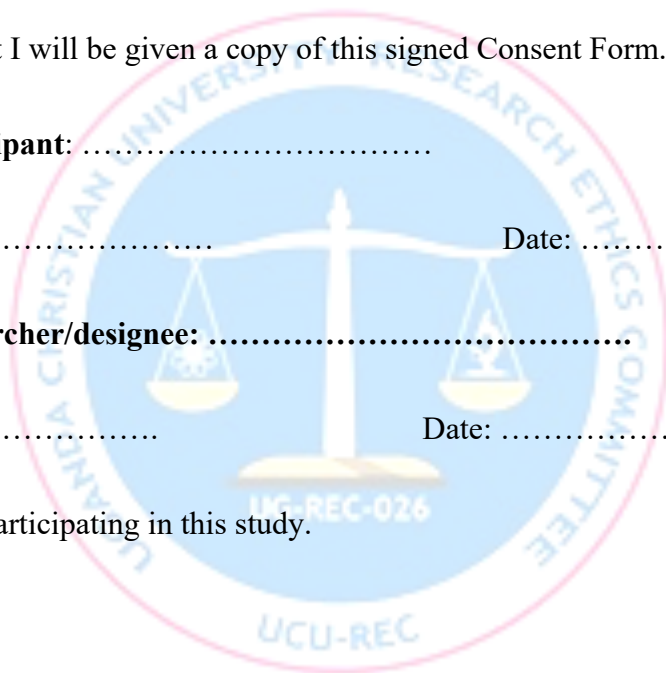
Date:

Name of Researcher/designee:

Signature:

Date:

Thank you for participating in this study.



Appendix II: Questionnaire

QUESTIONNAIRE

My name is Kakooza Julian Suzan, a student of Master of Business Administration at Uganda Christian University, intake 2020/2021. In partial fulfilment of the Master degree program, I am undertaking a research study leading to a dissertation. The study I am undertaking is to investigate the relationship between leadership styles particularly transformational leadership style, adaptive leadership style, inclusive leadership style and authentic leadership style and employee turnover at Kaco Home of Spices. This questionnaire is therefore intended to seek information on the above subject matter. The information is purely for academic purposes and all the answers will be handled with utmost confidentiality. I therefore humbly request that you complete this questionnaire correctly in the spaces provided or options given.

Thank you for your co-operation.

BIOGRAPHICAL DATA

Section A

In this section you are kindly requested to tick the alternative that fits your opinion

1. Gender of respondents

Male ☐ Female ☐

2. Age of respondents

1. 20-29 ☐ 2. 30-39 ☐ 3. 40-49 ☐ 4. 50 and above ☐

3. Level of education

1. Certificate ☐ 2. Diploma ☐

3. Bachelor's Degree ☐ 4. Master's degree ☐

4. Position at Kaco Home of Spices

Top Management ☐ Productions and Packaging ☐

Accounts ☐ Technical Support ☐

Clients Relationship ☐ Cleaning and maintenance ☐

Sales ☐ Security ☐

5. How long have you served as an employee at Kaco Home of Spices?

1-5 years ☐ 6-10years ☐ 11-15 years ☐

16-20 years ☐ Above 20 years ☐

Section B: LEADERSHIP STYLES

The following statements relate to different leadership styles that the leaders use to check on the employee turnover. What is your level of agreement with the following statement on the impact of leadership styles on employee turnover? Use the scale given below. Key: 1= Strongly Disagree, 2= Disagree, 3= Undecided, 4= Agree, 5= Strongly Agree

	Transformational Leadership Style	1	2	3	4	5
T1	Encourages me to work towards a share vision.					
T2	Challenges me to think critically and creatively.					
T3	Provides individualized attention and support to help achieve my goals.					
T4	Demonstrates a strong sense of purpose and values that inspire and motivate me.					
T5	Empowers me to make decisions and take ownership of my work.					
T6	Encourages experimentation, learning from failure and innovation.					

	Adaptive Leadership Style	1	2	3	4	5
A1	Uses failure and or setbacks as opportunities to learn					
A2	Open to new ideas and perspectives					
A3	Considers alternative points of view when assessing approaches to my work.					
A4	Works effectively under stressful conditions.					
A5	Questions familiar work routines to identify better ways to accomplish tasks and goals.					
A6	Adapts his or her leadership behaviour when unexpected events occur.					

	Inclusive Leadership Style	1	2	3	4	5
I1	Stimulates me to exchange different ideas with colleagues.					
I2	Stimulates me to actively participate.					
I3	Ensures I am treated as an equal member.					
I4	Ensures I have the opportunity to have a voice in the team.					
I5	Stimulates me to learn from colleagues.					
I6	Actions are taken to understand, embrace, and leverage the unique strengths all individuals so that all feel welcomed, valued, and supported.					

	Authentic Leadership Style	1	2	3	4	5
A1	Seeks others' opinions before making up their own mind.					
A2	My supervisor is appreciable and accessible.					
A3	My supervisor is transparent and honest in their communication with me.					
A4	Admits when they don't know something and is willing to learn.					
A5	Empathetic and understanding towards me and my colleagues.					
A6	Committed to doing what is right, even when it's difficult.					

SECTION C: EMPLOYEE TURNOVER

Please tick the one number for each statement that comes closest to reflecting your opinion about it. (1= Strongly Disagree, 2= Disagree, 3= Undecided, 4= Agree, 5= Strongly Agree)

	Statement (Organisational Performance)	1	2	3	4	5
ET1	I am motivated to work					
ET2	I feel I am being paid a fair amount for the work I do.					
ET3	My supervisor is quite competent in doing his/her job.					
ET4	I am not satisfied with the benefits I receive.					
ET5	When I do a good job, I receive the recognition for it that I should receive.					
ET6	Many of our rules and procedures make doing a good job difficult.					
ET7	Communications seem good within this organisation.					
ET8	Raises are too few and far between.					
ET9	My supervisor is unfair to me.					
ET10	The benefits we receive are as good as most.					
ET11	I do not feel that the work I do is appreciated.					
ET12	I find I have to work harder at my job because of the incompetence of people I work with.					
ET13	The goals of this organisation are not clear to me.					
ET14	I enjoy working with my co-workers.					
ET15	My job is enjoyable.					
ET16	Presently, I am actively searching for other job.					

Appendix III: Proposed Budget for the Research

Table 0.1: Proposed Budget for the Research

No	Activity	No of Items	Total Amount (UGX)
1	Printing Questionnaire	80	200,000
2	Transportation of Questionnaires	4 (days)	140,000
3	Incentives for the respondents	78 (respondents)	150,000
4	Internet Bundles and Airtime	Monthly bundles	100,000
5	Stationary	A box of pens	35,000
	TOTAL		625,000

Appendix IV: Time Frame for the Research

Table 0.1: Time Frame for the Research

No	Research Activity	Time Frame
1	Proposal Development and Presentation	November-December,2024
2	Making suggested corrections to proposal	January-February, 2025
3	Data Collection	March-April, 2025
4	Data Entry	April-May, 2025
5	Data Analysis	May, 2025
6	Draft write-up	May-June, 2025
7	Discussion of results and submission	June-July, 2025