

**INFLUENCE OF LEADERSHIP STYLES AND EMPLOYEE RETENTION IN MOI
TEACHING AND REFERRAL HOSPITAL, UASIN GISHU COUNTY, KENYA**

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DECLARATION

Declaration by the Student:

This project is my original work and has not been presented for a degree in any other University or for any other award.

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DEDICATION

I dedicate this project to my sons Imbeka, Juma, and Sudi, whom their patience, understanding, and encouragement inspired my hard work.



ACKNOWLEDGEMENT

My acknowledgement goes to God who has given me strength and wisdom to pursue this noble course. I am highly indebted to my supervisor, Dr. Jacqueline Omuya for her invaluable input and tireless support throughout the research period of this project.



ABSTRACT

In today's rapidly evolving business landscape, the ability to attract and retain employees has become a critical factor for organizational success. As competition for skilled labor intensifies, organizations must focus on effective strategies to keep their top performers engaged and committed to the company's long-term goals. This study sought to determine the influence of leadership styles on employee retention using the case of Moi Teaching and Referral Hospital in Uasin Gishu County, Kenya. The study sought to achieve the following specific objectives; To determine the effect of transformational leadership style on employee retention in MTRH in Uasin Gishu County, Kenya; To examine the effect of transactional leadership style on employee retention in MTRH in Uasin Gishu County, Kenya; To analyze the effect of laissez-faire on employee retention in MTRH in Uasin Gishu County, Kenya; To assess the effect of servant leadership style on employee retention in MTRH in Uasin Gishu County, Kenya. The following theories guided the study; Trait Theory and Social identity theory. The quantitative research design was used to obtain and process information concerning the current status of the problem due to its reliance on the collection of quantitative data. The design was to use data to answer the research questions and extrapolate the findings. The study area was MTRH in Uasin Gishu County Kenya. This study adopted stratified sampling because the population of interest was heterogeneous in nature. The study employed Slovin's formula to come up with a sample size from a target population of 3,721 and hence a sample size of 361 respondents. The data was collected for a period of four weeks using a questionnaire which comprised of a 5-point likert scale and thematic questions, from employees and management of Moi Teaching and Referral Hospital. Collected data was analyzed using SPSS version 26 and the study findings were presented in tables and figures for easier interpretation. The study findings showed that each of the independent variable (Transformational Leadership, Transactional Leadership, Laissez-Faire Leadership and Servant Leadership) had a strong positive significant influence on the dependent variable, Employee Retention. The findings further indicated that the independent variables (Transformational Leadership, Transactional Leadership, Laissez-Faire Leadership and Servant Leadership) positively and significantly explained 65.1% of the total variability in the dependent variable, employee retention. Therefore, this study recommends that organizations take into consideration the kind of leadership style to use in their organizations as it has been found to significantly influence the retention of their employees.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
ABSTRACT	v
LIST OF FIGURES	viii
LIST OF TABLES	ix
ABBREVIATIONS	x
CHAPTER ONE: INTRODUCTION	1
1.1 Background to the Study	1
1.2 Statement of the Problem	4
1.3 Purpose of the Study	6
1.4 Objectives of the Study	6
1.5 Research Questions	7
1.6 Significance of the Study	7
1.7 Scope of the Study.....	8
1.8 Study Limitations	8
1.9 Study Delimitations.....	9
1.10 Assumptions of the Study	9
1.11 Operational Definition of Key Terms	10
CHAPTER TWO: LITERATURE REVIEW	11
2.1 Introduction	11
2.2 Empirical Review	11
2.3 Theoretical Literature	15
2.4 Conceptual Framework	19
2.5 Recap of Literature Review.....	27
CHAPTER THREE: RESEARCH METHODOLOGY	29
3.1 Introduction	29
3.2 Research Methodology.....	29
3.3 Research Design	29
3.4 Study Location	30
3.5 Target Population	30
3.6 Sampling Procedures and Techniques.....	31

3.7 Sample Population.....	32
3.8 Construction of Research Instruments	33
3.9 Testing for Validity and Reliability	34
3.10 Data Collection Methods and Procedures	35
3.11 Proposed Data Analysis Techniques and Procedures	35
3.12 Ethical Considerations.....	37
CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS	39
4.1 Introduction	39
4.2 Response Rate	39
4.4 Diagnostic Test Results.....	45
4.5 Descriptive Statistics.....	51
4.6 Inferential Statistics.....	60
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	67
5.1 Introduction	67
5.2 Summary of the Findings	67
5.3 Conclusions of the Study.....	70
5.4 Recommendations of the Study	72
REFERENCES.....	77
APPENDICES	89
Appendix I: Letter of Introduction.....	89
Appendix II: Informed Consent	90
Appendix III: Questionnaire.....	91
Appendix IV: Ethical Clearance Certificate.....	98
Appendix V: Research Permit from NACOSTI.....	99
Appendix VI: University Letter of Introduction/Authorization	100
Appendix VII: Map	101
Appendix VIII: Plagiarism Report	102

LIST OF FIGURES

Figure 2.1: Conceptual Framework	20
Figure 4.1: Gender of the Respondent	40
Figure 4.2: Age Category of the Respondent.....	41
Figure 4.3: Highest Academic Qualification	42
Figure 4.4: Designation Level of the Respondents.....	43
Figure 4.5: Number of years worked	44
Figure 4.6: Normal P-P Plot of the Residuals.....	47
Figure 4.7: Homoscedasticity in the dependent variable (Employee Retention).....	48
Figure 4.8: Outliers on the Dependent Variable (Employee Retention).....	49



LIST OF TABLES

Table 3.1: Target Population of the Study	30
Table 3.2: Sample Population of the Study	32
Table 4.1: Response Rate.....	39
Table 4.2: Cronbach’s Alpha Statistics.....	45
Table 4.3: Autocorrelation Check for the Variables.....	50
Table 4.4: Test for Multicollinearity.....	50
Table 4.5: Descriptive Statistics for Transformational Leadership	51
Table 4.6: Descriptive Statistics for Transactional Leadership	53
Table 4.7: Descriptive Statistics for Laissez-Faire Leadership	54
Table 4.8: Descriptive Statistics for Servant Leadership.....	55
Table 4.9: Descriptive Statistics for Organizational Culture and Technology	57
Table 4.10: Descriptive Statistics for Employee Retention	59
Table 4.11: Pearson’s Correlation between the Variables	60
Table 4.12: Model Summary Table for Dependent and Independent Variables	61
Table 4.13: ANOVA Table for Dependent and Independent Variables.....	62
Table 4.14: Coefficients table for Employee Retention against Independent Variables	63
Table 4.15: Model Summary Table for Dependent and Independent Variables with the Intervening Variable	64
Table 4.16: ANOVA Table for Dependent and Independent Variables with the Intervening Variable.....	64
Table 4.17: Coefficients table for Employee Retention against Independent Variables with the Intervening Variable	65

ABBREVIATIONS

- MTRH** – Moi Teaching and Referral Hospital
- HRM** – Human Resource Management
- SHRM** – Society for Human Resource Management
- SPSS** – Statistical Package for Social Sciences



CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

Retention is the ability of the business to keep workers on for as long as is practical. Umana, Umombe, and Gbosi (2024) define retention as a company's voluntary effort to create an environment that sustains employees' interest over time. Developing strategies to reduce the number of employees leaving for avoidable reasons is the aim of retention. Preventing competent employees from leaving an organization is the primary goal of retention because doing so could negatively impact profitability and productivity of the organization (Magaisa & Musundire, 2022). To ensure that business can continue, organizations must retain employees who possess the necessary mix of skills and experience. Owing to the high expense of recruiting and training new staff, the potential for delays and decreased output during the period of assimilation, the unfavorable customer relations, the possible loss of business opportunities, and the hidden cost of lost productivity as a result of turnover, it has become more and more important for most organizations to retain committed employees (Malik, Baig & Manzoor, 2020).

Attracting and keeping talented employees has become essential for organizational success in the quickly changing business environment of today. As competition for skilled labor intensifies, organizations must focus on effective strategies to keep their top performers engaged and committed to the company's long-term goals. The crucial role that leadership plays in influencing the environment of employee retention is one important component of this challenge (Alshamrani, Alharthi, Helmi & Alwadei, 2023; Gohar, Khan & Saeed, 2023). According to the body of research, managers' and supervisors' leadership philosophies can have a big influence on an organization's capacity to retain its workforce (Alshamrani et al., 2023). It has been determined that a particularly effective strategy for increasing employee commitment and decreasing turnover

intentions is transformational leadership, which is defined by a leader's capacity to inspire and mentor staff members through change and transformation (Mahadi, Woo, Baskaran & Yaakop, 2020). Transformational leaders are frequently characterized as "quiet leaders" who are able to focus on goal achievement, invest in their team members' training and development, and craft a compelling vision.

In contrast, other leadership styles, such as transactional or laissez-faire approaches, may be less effective in promoting employee retention (Nuo & Hee, 2020). Transactional leaders, who primarily focus on reward and punishment, may fail to foster the deeper sense of purpose and commitment that are often essential for long-term employee engagement (Tian, Iqbal, Akhtar, Qalati, Anwar & Khan, 2020). Organizations may foster a culture that motivates staff members to stick with the company despite outside employment opportunities by giving managers the abilities and competencies they need to motivate and lead their teams. Retaining top performing employees is a crucial differentiator for organizations as the business environment grows more competitive and complex (Nuo & Hee, 2020). Organizations can improve their chances of attracting, motivating, and retaining the talent required to drive long-term success by prioritizing the development of transformational leadership abilities and fostering an environment that values employee engagement and growth (Al-Suraihi, Samikon, Al-Suraihi & Ibrahim, 2021).

On the global perspective of leadership styles and employee retention, Tian *et al.* (2020) carried out a study on the impact of transformational leadership on employee retention: mediation and moderation through organizational citizenship behavior and communication. With a sample size of 505 respondents, the study was conducted on the workers of manufacturing SMEs in Jiangsu Province, Mainland China. According to the study's findings, employee retention and transformational leadership are positively correlated. According to the study, leaders at SMEs

should embrace transformational leadership traits like developing a compelling vision for employees, focusing on goal achievement, employing problem-solving techniques, having a sense of purpose, and allocating time for team training and development in order to enhance organizational citizenship behavior and employee retention. Yamin (2020) examined the role of transformational leadership and entrepreneurial orientation on employee retention with moderating role of competitive advantage. A sample of 530 respondents participated in the study, which was an administrative survey of senior level managers employed by Saudi public sector companies. The study's conclusions showed that knowledge management, entrepreneurial orientation, organizational learning, intrinsic motivation, organizational environment, and external connections all predicted employee retention.

In terms of regional perspective of leadership styles and employee retention, Mwita, Ndikumana and Ringo (2023) did a study on the Role of Transformational and Transactional Leadership on Turnover Intentions in Tanzanian Commercial Banks using data from 231 employees working in head offices of three commercial banks in Tanzania. According to the study, commercial banks employ both transactional and transformational leadership philosophies. Furthermore, lowering turnover intentions is significantly influenced by each leadership style.

On the local perspective Ali (2023) carried out a study on talent management strategies, managerial styles and employee retention in state corporations in Mombasa, Kenya. The study's target population consisted of 293 workers, including six HR managers from Mombasa-based state corporations. The Yamane technique was used to create a sample of 169 individuals. The results of the study demonstrated a relationship between staff retention and talent management in the state corporations of Mombasa. The findings also demonstrated that different managerial philosophies moderate the relationship between employee retention and talent management. The association

between talent management and employee retention in state-owned enterprises was moderated by managerial style, which also had a statistically significant effect on an employee's decision to stay with the company.

Moi Teaching and Referral Hospital in Uasin Gishu County, Kenya, served as the study's base. Founded in 1917, Moi Teaching and Referral Hospital (MTRH) has 60 beds and primarily serves African patients' medical needs. It operated as a District Hospital before being granted referral status under the State Corporations Act, Cap 446 Laws of Kenya. Legal Notice Number 78 of June 12, 1998, confirmed this; Legal Notice Number 56 of April 18, 2002, and Legal Notice Number 40 of March 1, 2021, updated and modified it. It is situated in Eldoret Town, Uasin Gishu County, along Nandi Road (310 kilometers northwest of Nairobi). Serving over 25 million people in Kenya, parts of Eastern Uganda, South Sudan, Northern Tanzania, and the Democratic Republic of the Congo, MTRH is a multispecialty international teaching and referral hospital. MTRH is playing a significant role in advancing the 2010 Kenyan Constitution, Kenya Vision 2030: Social Pillar, and the government's Bottom-Up Economic Transformational Agenda (BETA). With more than 240 postgraduate students spread across multiple programs, Moi University College of Health Sciences, which includes medical undergraduates and master's degree programs in medicine specialists, uses MTRH as a teaching hospital. As their training center, MTRH is used by several other medical training institutions.

1.2 Statement of the Problem

Kenyan policymakers seek to guarantee universal health coverage (UHC) and raise the general public's standard of living by funding the delivery of health services. To achieve this, especially in primary healthcare, a fair distribution of health professionals with the required training and expertise is crucial. In order for the health sector to fulfill Kenya's 2030 vision, policies that

guarantee sufficient workforce planning and foster an environment that draws and keeps health workers are being put into place. The industry is also putting plans into place to guarantee that there are enough health workers who are equally distributed and accountable, and that financial resources are allocated to enhancing the management and development of the health workforce. However, labor emigration, the movement of professionals to developed countries in search of better employment opportunities, has caused Kenya to experience a shortage of human resources in the field of public health, as stated in the 2023 Health Sector Report.

In today's competitive job market, organizations face significant challenges in retaining talented employees (Ghani, Zada, Memon, Ullah, Khattak, Han & Araya-Castillo, 2022). Despite investing in various retention strategies, many companies struggle with high turnover rates. Recent statistics has it that 40% of Kenyan employees quit their job every year more so of the youthful generation (18 to 35 years) which is at the peak of their productivity and this worrying trend is rough waters for employers. Preliminary analyses suggest that leadership practices may significantly affect employee satisfaction and retention. In particular, it seems that a crucial element is how well leaders create a positive work atmosphere, acknowledge and reward employee accomplishments, and offer clear career advancement routes. Many organizations still struggle with high employee turnover rates, despite the fact that leadership is essential for encouraging employee retention. This points to a knowledge gap regarding the precise influence of leadership philosophies on staff retention.

There are few researches that have been done in this field although some were done a long time ago while the recent ones have been done in other sectors or using different variables. For instance, Kang'iri and Nafula (2021) conducted a research on leadership styles and employee retention in telecommunication industry in Kenya using a case study of Safaricom Limited, Nairobi. The

specific study objectives were; To evaluate the effect of directive leadership and participative leadership styles on employee retention in telecommunication industry in Kenya using a case study of Safaricom, Nairobi which are different from the objectives of this study. Therefore, an empirical gap exist that needs to be filled. Besides the case study and the sector/industry was different from the one that this study intends to use, which creates a contextual gap. Muguna, Micheni, Kirika and Kaimenyi (2022) did a study on leadership styles and academic staff turnover intentions in universities in Kenya. The dependent variable of the study was on turnover intentions and was carried out in universities in Kenya, which creates an empirical and contextual gap that this study sought to fill by determining the influence of leadership styles on employee retention using a case of Moi Teaching and Referral Hospital in Uasin Gishu County, Kenya.

1.3 Purpose of the Study

The main objective of this study was to determine the influence of leadership styles on employee retention using a case of Moi Teaching and Referral Hospital in Uasin Gishu County, Kenya.

1.4 Objectives of the Study

The study was guided by the following objectives:

- i. To determine the effect of transformational leadership style on employee retention of Moi Teaching and Referral Hospital in Uasin Gishu County Kenya.
- ii. To examine the effect of transactional leadership style on employee retention using a case of Moi Teaching and Referral Hospital in Uasin Gishu County Kenya.
- iii. To analyze the effect of laissez-faire on employee retention using a case of Moi Teaching and Referral Hospital in Uasin Gishu County Kenya.
- iv. To assess the effect of servant leadership style on employee retention using a case of Moi Teaching and Referral Hospital in Uasin Gishu County Kenya.

- v. To assess the intervening effect of Organizational Culture and Technology on the relationship between Leadership Styles and employee retention using a case of Moi Teaching and Referral Hospital in Uasin Gishu County Kenya.

1.5 Research Questions

The study was guided by the following research questions:

- i. What effect does transformational leadership style have on employee retention of Moi Teaching and Referral Hospital in Uasin Gishu County Kenya?
- ii. How does transactional leadership style affect employee retention of Moi Teaching and Referral Hospital in Uasin Gishu County Kenya?
- iii. What is the impact of laissez-faire leadership style on employee retention of Moi Teaching and Referral Hospital in Uasin Gishu County Kenya?
- iv. How does servant leadership style impact employee retention of Moi Teaching and Referral Hospital in Uasin Gishu County Kenya?
- v. What intervening effect does Organizational Culture and Technology have on the relationship between Leadership Styles and employee retention in Moi Teaching and Referral Hospital in Uasin Gishu County Kenya?

1.6 Significance of the Study

Review of past empirical studies indicate that there is a missing literature linking the influence of leadership and employee retention at Moi Teaching and Referral Hospital. The findings of this study will be beneficial to the National and County Governments as the finding from this study will provide invaluable information on leadership styles that will lead to increased and meaningful employee retention at both levels of governments. The results will also be helpful in creating laws,

policies, and guidelines that connect leadership styles to staff retention. Few scholars, as evidenced by only a small number of studies having examined the impact of leadership on employee retention at Moi Teaching and Referral Hospital. This research will therefore not only address this gap but also contribute towards the development of research and theory entailing the relationship that leadership has with employee retention. Thus, the findings of this study are a reference for other researchers, academicians, and consultants in leadership and employee retention. The study also made recommendations for future research directions. A wide range of professionals, especially those in human resource management, will find value in the study's conclusions. Demystifying the characteristics of the connection between leadership and employee retention will help human resource managers align their approaches when carrying out recruitment to employ candidates with certain requisite qualities.

1.7 Scope of the Study

The contextual scope strictly focused on Moi Teaching and Referral Hospital. The conceptual scope of the study was limited to four leadership styles, namely transformational, transactional, laissez-faire and servant leadership styles. Questionnaires were administered to 361 respondents, sampled from the various departments at the hospital. The study was done between January and June, 2025.

1.8 Study Limitations

The main drawback of this study was that some intended respondents considered some of the information requested to be sensitive. This restriction was lessened with clarifications and assurances that the study's objective was wholly academic and un-inspired by any other interests. There was limitation of empirical literature on the topic of study because there haven't been many

comparable local studies. Therefore, while keeping the main variables of the study in focus, this study delved further to locate similar research done both domestically and abroad in other fields.

1.9 Study Delimitations

The study was delimited to determining the influence of leadership in employee retention using a case of Moi Teaching and Referral Hospital (MTRH) in Uasin Gishu County, Kenya. This specific focus on MTRH was chosen due to its significant size and diverse workforce, providing a representative sample within the Kenyan healthcare sector. The study was also delimited to four leadership styles, namely transformational, transactional, laissez-faire, and servant leadership styles. These particular styles were selected based on their prominence in current leadership theories and their potential relevance to employee retention strategies within a hospital setting. The research focused on the perceptions of employees and their direct supervisors within MTRH regarding these leadership styles and their impact on job satisfaction, organizational commitment, and ultimately, their decision to remain with the institution. The timeframe for data collection was limited to a specific period, i.e. January to June, 2025, to ensure consistency and manageability of the research process. Furthermore, the study focused solely on full-time employees directly involved in patient care and administrative support roles within MTRH, excluding contract staff, interns, or part-time employees. This delimitation aimed to capture the experiences of core staff whose retention is crucial for the hospital's long-term operational stability.

1.10 Assumptions of the Study

It was assumed by the study that the respondents provided accurate and truthful information that supported reliable findings and conclusions. It was also assumed that Moi Teaching and Referral Hospital in Uasin Gishu County, Kenya, employs the leadership styles covered in this study and

that having strong leadership is important in employee retention. Additionally, it was assumed that the population being studied would not change over the course of this project.

1.11 Operational Definition of Key Terms

- Employee Retention** : This is an organization's selfless attempt to create a workplace that will keep employees interested over time.
- Transformational Leadership** : The ability of a leader to encourage and guide followers during periods of transition and change.
- Transactional Leadership** : It solely concentrates on the communication between leaders and followers, with a particular emphasis on the advantages that each party will experience upon reaching the objective.
- Laissez-fair Leadership** : This is the situation in which leaders abdicate their duties, do not use their power, and avoid making decisions.
- Servant Leadership** : This style of leadership involves leaders prioritizing the needs of their followers over their own and emphasize on development of their followers.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The main study variables as shown in the conceptual framework are reviewed in this chapter along with relevant literature. Additionally, the chapter aims to determine how the independent variable influences the dependent variable. A theoretical review, conceptual framework, and an analysis of empirical research, along with its implications and knowledge gaps, are all included.

2.2 Empirical Review

2.2.1 Employee Retention

Retention is the ability of the organization to maintain workers on board for as long as feasible. High retention rates are indicative of low turnover rates. Retention, as defined by Adeoye and Hope (2020), is a voluntary step that a company takes to create an atmosphere that keeps employees interested over time. Creating strategies to lower the number of employees who depart the company for preventable reasons is the goal of retention. Preventing skilled workers from leaving a company is the main objective of retention since doing so could have a detrimental effect on output and profitability (Magaisa & Musundire, 2022). To maintain business viability, organizations must retain workers who possess the necessary mix of experience and skills (Jacob, 2021). Retaining committed employees has become more important for the majority of organizations because hiring and selecting new employees is expensive, potential delays and reduction in productivity throughout the assimilation phase and possible loss of business opportunities (Sishuwa & Phiri, 2020), poor customer relations (Boakye, Arpoh-Baah, Odoom, Afram, Addai & Agyemang, 2022), and the hidden cost of lost productivity associated with turnover.

Since the middle of the 1990s, academic researchers have concentrated on determining the causes as to why employees leave their companies, as well as the factors that encourage them to stay and the advantages of keeping valuable employees, according to Hassan and Govindhasamy (2020). As a result, the majority of organizations today face the challenge of developing employee retention strategies that will allow them to keep employees they believe are essential to achieving their objectives (Magaisa & Musundire, 2022). While keeping current employees has many advantages, studies have shown that losing key personnel or experiencing high employee turnover can be expensive for businesses. However, it is difficult for an individual employee to decide to leave the organization, and it takes a lot of effort to find new employment, adapt to new circumstances, and give up established routines and relationships with coworkers (Krishnan, Loon, Ahmad, Alias, Othman & Kanchymalay, 2023).

There is a lot of competition in the recent past to find qualified personnel. Increased employment mobility brought about by job-change opportunities has made it more difficult to find and keep competent, high-performing workers who will eventually be important members of an organization's workforce (Yamamoto, Nasu, Nakayoshi & Takase, 2024). Companies lose the departing employee's human and relational capital, but rivals may also acquire these resources (Parmenter & Barnes, 2021). Forward-thinking companies must work to instill an impactful and effective leadership style through a variety of HRM initiatives in order to retain valuable employees and reduce the possible issues related to turnover.

2.2.2 Transformational Leadership Style and Employee Retention

Leaders and followers are encouraged to reach greater moral and motivational heights when a transformational leadership style is used. It cultivates followers' commitment to the organization's objectives and shapes the culture of the organization in line with its strategy (Purwanto, 2021). Its objective is to motivate followers to put aside their desire to exchange effort and compliance for advantages, as well as to follow and share the leader's vision (Howell, 2020). According to Hussain and Khayat (2021), modern leaders successfully embrace a mindset that encourages employees, provides them with a vision, instills hope, encourages them to think creatively, gives them personalized attention, and increases communication. According to them, each of these components is the main feature of a transformational leadership style that builds on organizational strengths and increases organizational commitment and employee job satisfaction. Raza and Yousufi (2023) assert that followers of transformational leaders tend to have greater drive and dedication, which contributes to their sense of fulfillment in their jobs.

2.2.3 Transactional Leadership Style and Employee Retention

The foundation of the transactional leadership style is the belief that followers are motivated by a system of incentives (mostly financial and extrinsic) and sanctions that prioritize order and structure. The exchange between followers and leaders is the sole focus, with particular attention paid to the advantages that each party will experience upon reaching the objective (Raveendran, 2021). Leaders maintain the status quo, are highly performance-oriented (think outside the box), and operate using the current instruments and processes, as well as the current organizational culture. These leaders don't tend to be change agents (Ajanaku, Lubbe & Adufe, 2022).

Scholars assert that an organization's transactional leadership style has both benefits and drawbacks. They assert that transactional leadership offers a number of benefits. These include: clearly communicating roles and responsibilities to team members; evaluating team members based on their performance; and often creating an atmosphere that encourages employees who are motivated by external rewards, like compensation, to thrive. Transactional leadership has the disadvantage of giving team members few choices for improving their degree of job satisfaction. Scholars stress that this can cause employee attrition to increase and employee satisfaction to decline (Oluwafemii, 2020; Amegayibor, 2021).

2.2.4 Laissez-Faire Leadership and Employee Retention

Generally speaking, the laissez-faire approach is seen as a lack of leadership. The leader provides little or no guidance and gives the followers as much freedom as possible. In essence, this leadership approach appears straightforward and relaxed between superiors and followers. High degrees of indifference, avoidance, and indecision are characteristics of this passive style. In addition to delaying decisions and failing to provide followers with feedback, the leader abdicates responsibility (Sao, Saxena, Ganguly, Bapat & Sharma, 2022; Rafiki, 2020). The followers have total autonomy over their decisions and hardly ever interact with or receive assistance from the leader (Ahsan & Khalid, 2023). Oluwafemii (2020) points out some advantages of the laissez-faire leadership style in spite of the previously mentioned disadvantages. According to the author, giving team members a lot of autonomy is the primary advantage of the laissez-faire leadership style, which can boost employee happiness and organizational productivity. This suggests that if employees are happy in their positions, it makes sense that their productivity and retention rates would increase under laissez-faire leadership.

2.2.5 Servant Leadership and Employee Retention

According to Tran and Spears (2020), a servant-leader is someone who is first and foremost a servant, making a conscious effort to meet the needs of others. Pawar, Sudan, Satini, and Sunarsi (2020) described servant leadership as an approach where leaders put the followers' interests over their own and emphasize on development of their followers. Additionally, Greenleaf defined a servant leader as someone who mentors and leads others to be servants rather than followers who constantly yield to authority (Spears, 2023). People who work under a servant leader typically experience a sense of freedom, grow in wisdom, health, and autonomy, and have a higher likelihood of becoming future servant leaders (Gold, Hale & Walker, 2020). High employee satisfaction, motivation, and exceptional employee engagement are frequently the results of servant leadership, and these factors may encourage a worker to wish to be a long-term employee of the company (Mittal & Kaur, 2023).

2.3 Theoretical Literature

A theory explains some features of a phenomenon. This sub-section seeks to provide the theoretical underpinning for organizing existing knowledge/literature and offer preliminary justifications for the relationships between the constructs used in this study. Traits Theory and Social Identity Theory will guide this study.

2.3.1 Trait Theory

Trait theory explains why some people are good leaders while others are not. It states that leaders are born, so people with the right attributes are more suited for leadership roles. The theory dates back to the 19th century, when Thomas Carlyle used this knowledge to pinpoint the abilities, traits, and capacities of men who attained positions of power (Deshwal & Ali, 2020). Trait theory of

leadership offers that, a leader's effectiveness and emergence are influenced by their personality traits. It is predicated on the notion that leaders are born, not made. According to the theory, leaders share a few fundamental characteristics. Only the individual leader is considered when discussing leadership. Despite their diversity, the traits that have been identified include traits related to skills and behaviors as well as other attributes that are comparable to temperament and intellectual capacity. However, these lists were not all-inclusive and frequently left out crucial leadership qualities (Benmira & Agboola, 2021).

Despite that, early researchers observed traits common to specific leaders such as personality, intelligence, physical characteristics and responsibilities, the trait theory had its weaknesses. A primary critique of trait theory is its simplistic approach, which neglects to consider additional elements that will impact the formation of an effective leader. Among them are Environmental and situational factors. Trait theory critics noted that the listed qualities failed to focus on the effect leaders had on their followers. The theory failed to identify the traits that make leaders advance or enhance group performance (Dinibutun, 2020).

Regardless of its deficiencies, trait theory offers valuable information regarding leaders and leadership (Fatimah & Syahrani, 2022). It can be used at both organizational and individual levels. The trait approach provides benchmarks for the characteristics that are required for one to be a leader. The theory confirms the notion that leaders are individuals gifted to perform extraordinarily. The theory further includes information regarding the process of leadership and made leaders understand better the effect they have in the workplace.

This theory elaborates on the qualities of a good leader that can influence employee retention, thereby supporting the variables of transformational, transactional, laissez-faire, and servant leadership styles. For example, according to the theory, a leader's character determines their

capacity to achieve extraordinary feats. Initiative, decision-making abilities, charisma, drive, and motivation to succeed are a few of the most prevalent leadership qualities mentioned in this theory that apply to this investigation.

2.3.2 Social Identify Theory

The social identity theory states that an employee's self-concept is influenced by their social (and specifically organizational) affiliation. More precisely, the aspect of a person's self-concept that results from their knowledge of their membership in a social group or groups and the financial and emotional importance of that affiliation is known as social identity (van den Scott, 2023). According to Lu, Duan, Wu, and Ma (2024), in social identity theory, people use characteristics (like age or membership in a club or organization) to categorize themselves and other people into social groups in an effort to make sense of their social environment. An individual's behavior is then shaped by their social identities to conform to their self-concept (Fan, 2024). Numerous studies in the field of organizational behavior have looked at how social identity contributes to the development of an employee's emotional bond with the company (Peterson & Stewart, 2020), which can encourage employees to stick with a project or organization (Ellemers & de Gilder, 2022). Social identity theory states that organizational identification is the sense of psychological unity with the organization. Accordingly, when people identify strongly with an organization, they feel as though they are "sharing a common fate" with it (Ellemers & de Gilder, 2022), which keeps them from leaving the organization or intending to leave. This is the significance of organizational identification in the turnover process.

According to social identity theory, the sense of cognitive or psychological unity with an organization is known as organizational identification. Members of an organization who exhibit a deep feeling of connection to it are therefore likely to feel a sense of "common fate" with it

(Steffens, Munt, van Knippenberg, Platow & Haslam, 2021). These emotions discourage people from leaving the organization or from planning to leave. Social groups are not just features of the outside world; they are also internalized by people and help them define themselves, according to the central tenet of social identity theory (Steffens, Munt, van Knippenberg, Platow & Haslam, 2021). A person's question, "Who am I?" is partially addressed by belonging to a particular organization, which fosters a sense of purpose and a better understanding of one's position in society (Ellemers & de Gilder, 2022). For these reasons, it is believed that understanding many crucial organizational attitudes and behaviors requires organizational identification, or the willingness to define oneself in terms of one's membership in an organization (Steffens et al., 2021).

Strongly identified workers are more inclined to work harder to fulfill organizational objectives, which will improve their job performance, especially extra-role performance. They are more likely to stick with their organizations because they exhibit greater loyalty to them. As a result, their turnover intentions and general withdrawal behaviors (such as tardiness and absence) should be lower. Lastly, compared to their colleagues who have weaker identification, workers who have stronger identification and commitment to their organizations report higher levels of job satisfaction (Ashforth & Mael, 2024; Raskovic & Takacs-Haynes, 2021; Lu et al., 2024).

According to the social identity theory employees (partially) overlap with the organization by incorporating the collective interest into their own self-concept. People form their identities by identifying with social groups or categories, claims social identity theory (Harwood, 2020). According to the theory, people's psychological affiliation with different social groups determines their self-concept (Williams-Gualandi, 2020). According to Brown (2020), A person's social identity is the component of their self-concept that arises from their understanding of the value and

emotional significance of belonging to a particular social group. The more a person identifies with a group, the more they see themselves as part of it, which causes the most fundamental explanation of behavior to change from "I" to "we" intentions (Demirden, 2021).

Employees conform to and behave in a manner that aligns with the values and norms of the organization as identification grows stronger (Raskovic & Takacs-Haynes, 2021). According to SIT, when people define how they see themselves, they transcend their individual identities and create a social identity (Mittal, Gupta & Motiani, 2022; Rather & Camilleri, 2020). As a result, people mold themselves by internalizing the attitudes, values, and beliefs, affective responses, behavioral norms, and speech patterns of people in the same social group (Raskovic, 2021). People who establish strong social identities form emotional bonds with those identities and behave in ways that improve their own and other group members' results (Blount-Hill, 2021). To preserve and boost their self-esteem, they behave in the best interests of themselves and other members of their group (Mittal, Gupta & Motiani, 2022). The application of SIT to the employee-organization relationship is expanded in this study, which implies that when workers are deeply committed to their organization, they are more likely to be motivated to display positive attitudes and behaviors.

2.4 Conceptual Framework

Varpio, Paradis, Uijtdehaage, and Young (2020) claim that conceptual frameworks are composed of a collection of general concepts and theories that aid researchers in correctly identifying the issue they are examining, formulating their inquiries, and locating pertinent literature. It is a succinct explanation of the study's main ideas along with a graphical or visual representation of the connections and relationships that are hypothesized between them (Fuertes, Alfaro, Vargas, Gutierrez, Ternero & Sabattin, 2020). Employee retention was the study's dependent variable, and

leadership styles are its independent variable, while Organization Culture and Technology were the study's intervening variables as seen in Figure 2.1, which presents the conceptual framework.

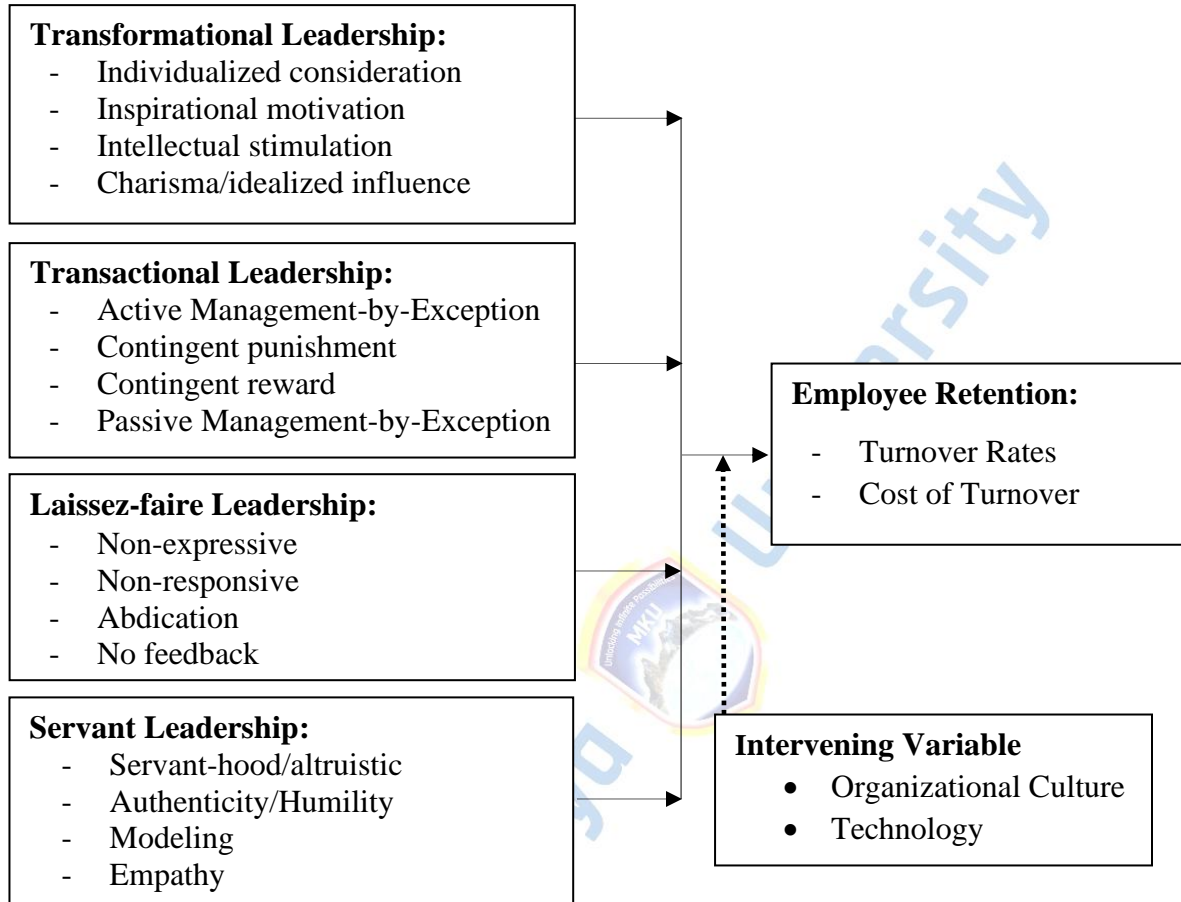


Figure 2.1: Conceptual Framework

Source; Research, 2025

2.4.1 Employee Retention

Retention is the process of keeping employees on board for as long as possible. Low turnover rates are implied by high retention rates. According to Adeoye and Hope (2020), retention is a decision made voluntarily by a company to foster an environment that will keep workers engaged over the long haul. The goal of retention is to create plans that lower the number of employees who depart the company for preventable reasons. Retaining skilled workers is crucial because their departure could negatively impact an organization's profitability and productivity (Magaisa & Musundire,

2022). To maintain business viability, organizations must retain workers who possess the necessary mix of experience and skills (Jacob, 2021). Retaining committed employees has become more important for the majority of organizations because of the high expense of hiring and choosing employees, possible delays, and lost productivity during the transition period, possible loss of business opportunities (Sishuwa & Phiri, 2020), bad interactions with customers (Boakye, Arpoh-Baah, Odoom, Afram, Addai & Agyemang, 2022), and the hidden cost of lost productivity associated with turnover.

Since the middle of the 1990s, academic researchers have concentrated on determining the causes as to why employees leave their companies, as well as the factors that encourage them to stay and the advantages of keeping valuable employees, according to Hassan and Govindhasamy (2020). As a result, the majority of organizations today face the challenge of developing employee retention strategies that will allow them to keep employees they believe are essential to achieving their objectives (Magaisa & Musundire, 2022). While keeping current employees has many advantages, studies have shown that losing key personnel or experiencing high employee turnover can be expensive for businesses. However, it is difficult for an individual employee to decide to leave the organization, and it takes a lot of effort to find new employment, adapt to new circumstances, and give up established routines and relationships with coworkers (Krishnan, Loon, Ahmad, Alias, Othman & Kanchymalay, 2023).

Currently, there is intense competition to find qualified human resources. The competition for hiring and keeping competent, high-performing workers who will be the future key personnel of companies has become fiercer due to increased employment fluidity brought about by opportunities to change jobs (Yamamoto, Nasu, Nakayoshi & Takase, 2024). In addition to losing the departing employee's human and relational capital, companies may also gain these assets from

rivals (Parmenter & Barnes, 2021). In order to retain valuable employees, forward-thinking organizations must endeavor to instill an effective and impactful leadership style through various HRM initiatives in an effort to reduce these potential issues related to turnover.

2.4.2 Transformational Leadership Style

Under transformational style leadership, higher moral and motivational standards are pushed between leaders and followers. It develops followers' dedication to the organization's goals and adjusts the organization's culture to align with its strategy (Purwanto, 2021). Its goals are to inspire followers to follow and share the leader's vision and to inspire them to put aside their own interests in exchanging effort and compliance for benefits (Howell, 2020). According to Masood, Siddiqui, Lodhi, and Shahbaz (2020), transformational leadership consists of four primary components.

The first is idealized influence or charisma, which characterizes charismatic leaders who captivate followers with their captivating presence and allure, inspiring them to aspire to be like them and assist them in achieving their objectives. It is a strategy used by leaders to emotionally connect with followers and foster unity. Second, inspirational motivation describes how leaders employ rewards to persuade followers that their contribution is essential and priceless in order to get them to join in realizing their vision. It is the manner in which a leader uses visionary expression to motivate followers. Third, intellectual stimulation is the process by which a leader encourages their followers to think and act creatively, to take risks, and to support them in all of their efforts to accomplish the team's goals. Fourth, individualized consideration describes how the leader understands and responds to the needs of the followers, creates an environment that is supportive of them, and serves as a mentor (Nisar, Shahzad & Rabica, 2020).

There are several ways that transformational leadership improves followers' morale, performance, and motivation. These include connecting the mission to the organization's overall identity and the followers' sense of self identity; inspiring followers by leading by example and encouraging them to accept accountability for their work; and identifying their areas of strength and weakness so that they can be given assignments that will maximize their output. The group's interests are prioritized, and members are free to share their innovations and ideas (thinking creatively) (Ajanaku, Lubbe & Adufe, 2022).

2.4.3 Transactional Leadership Style

The transactional leadership style is based on the notion that followers are motivated by an extrinsic, mainly economic, system of rewards and penalties that prioritize order and structure. It solely concentrates on the communication between leaders and followers, with a particular emphasis on the advantages that each party will experience upon reaching the objective (Raveendran, 2021). Leaders maintain the status quo, utilize the current tools and procedures while working within the existing organizational culture, and are highly performance-oriented (think creatively). Change is not something that these leaders are inclined to implement (Ajanaku, Lubbe & Adufe, 2022).

According to Sunarsi, Paramarta, Munawaroh, Bagaskoro, and Evalina (2021), the two sub-dimensions of transactional leadership are contingent reward and management-by-exception. When a leader clearly communicates the goals, objectives, and targets of a task that needs to be completed and offers followers a predetermined reward upon completion of the task, this is known as contingent reward. The leader correcting followers negatively is part of the management-by-exception dimension (Jangsiriwattana, 2020). There are two types of it: active and passive. When standards are broken, an active leader keeps an eye on it and takes appropriate action. Generally

speaking, a passive leader doesn't give followers any negative feedback until something goes wrong (Donkor, Sekyere & Oduro, 2022).

2.4.4 Laissez-Faire Leadership Style

Laissez-faire style, is typically interpreted as a lack of leadership. The leader provides little or no guidance and gives the followers as much freedom as possible. In essence, this leadership approach appears straightforward and relaxed between superiors and followers. High degrees of indifference, avoidance, and indecision are characteristics of this passive style. In addition to delaying decisions and failing to provide followers with feedback, the leader abdicates responsibility (Sao, Saxena, Ganguly, Bapat & Sharma, 2022; Rafiki, 2020). The followers have total autonomy over their decisions and hardly ever interact with or receive assistance from the leader (Ahsan & Khalid, 2023).

Laissez-faire leadership, according to Diebig and Bormann (2020), is characterized by a leader's refusal to exercise authority, delegate tasks, and make decisions. This type of leadership involves the most passive leader. According to Jaafar, Zambani, and Fathil (2021), laissez-faire leaders abdicate their responsibilities by distancing themselves from requests for assistance, avoid offering guidance and support, show no concern for the actions of their followers, and/or abdicate all accountability for the followers' performance. Only in settings with highly skilled and independent followers can laissez-faire leaders succeed (Ismail & Yasin, 2020).

According to Norris, Ghahremani, and Lemoine (2021), the primary traits of a laissez-faire leadership style are the leader's failure to react to different possible stimuli in different circumstances. In terms of appearance, a laissez-faire leadership style lacks intention and motivation. A leader that practices laissez-faire leadership simply ignores the needs and

performance of their subordinates. When a subordinate performs well or poorly, it can be viewed as a neutral stimulus. They point out that the three transactional leadership dimensions of the Multifactor Leadership Questionnaire (MLQ) have gotten far more attention than laissez-faire leadership. According to Ridwan, Sudjarwo, Sulpakar, Hariri, Tusianah, Isnainy, and Rahman (2022), the MLQ laissez-faire measure encompasses a number of non-leadership behaviors, including avoiding responsibility, delaying responses, failing to follow up, resisting the need to voice opinions, and being absent when necessary.

2.4.5 Servant Leadership Style

Tran and Spears (2020) observe that a servant-leader is someone who is first and foremost a servant, making a conscious effort to meet the needs of others. According to Pawar, Sudan, Satini, and Sunarsi (2020), it is a style of leadership where leaders put their followers' needs ahead of their own and give priority to their followers' development. According to authors, a servant leader should possess the following qualities; conceptualization, healing, listening, stewardship, awareness, persuasion, empathy, foresight, commitment to people's development, and community building (Mayer, von Niekerk & Fouché, 2023).

The interactive communication process between leaders and followers is a component of listening. Empathy is the ability to view things from the perspective of another individual and place oneself in their shoes. The follower in a leader-follower scenario feels special and validated. Healing entails assisting the followers in resolving their issues and attending to their health. Understanding oneself and the impact one has on others by being sensitive to one's own social, political, and physical surroundings are both components of awareness. Using a soft, nonjudgmental argument is part of persuasion (Tran & Spears, 2020).

While foresight involves the ability to forecast the future by examining past and present events, conceptualizing involves visualizing to aid in the preparation of complex problems in an organization. According to Fields (2021), stewardship entails the leader accepting accountability for their position. Dedication to each individual and a commitment to support their professional and personal development are hallmarks of an organization's commitment to people's growth (Mayer, von Niekerk & Fouché, 2023; Khoarane, 2023).

2.4.6 Organizational Culture and Technology

Organizational culture is a pattern or system of attitude, values, norms, behaviour, language, belief, habit that are formed and developed and forwarded to all members of organization or company as the organizational personality so it can be distinguished from other organizations (Nacrelli, 2025). Every organization or company has their own culture concerning how to realize their vision and missions. Every company has a culture that can affect the performance of leaders, managers, and employees in executing the company's decision. The ability of a company or organization to utilize the human resources as the main competence function depends on the organizational culture that drives it.

Purbasari and Abadi (2022) noted that organizational culture positively and significantly affects the retention of talented and attractive employees for the sake of the company development. Organisational Culture has high impact on Employee Retention than Continuance Commitment and Normative Commitment. This implies that the employees of the organisation have more positive perception regarding organisational culture. Employees stay in an organisation if they find that their values and beliefs are aligned with the organisation's culture. Organisations should highly build their employees committed with their concern.

The relationship between leadership styles and employee retention is a well-established area of study. However, Asianab (2023) averred that the rapid advancement and pervasive adoption of technology in the modern workplace introduce a significant intervening influence on this dynamic. Technology acts as a moderator, mediator, and sometimes even a disruptor of how leadership styles affect an employee's decision to stay with or leave an organization. Technology necessitates a shift from traditional, hierarchical leadership styles to more agile, distributed, and digitally fluent approaches. According to Sacavém, de Bem Machado, dos Santos, Palma-Moreira, Belchior-Rocha and Au-Yong-Oliveira (2025), leaders need to be comfortable with and leverage technology for communication, collaboration, and decision-making. Technology enables constant connectivity and diverse communication channels. Leaders must adapt their communication styles to effectively engage with employees across various digital platforms, ensuring clarity, transparency, and a sense of connection, especially in remote or hybrid work environments.

According to Shakilla and Saputro (2025), technology is no longer a neutral tool but an active and significant intervening influence on the relationship between leadership styles and employee retention. Leaders must be digitally literate, adaptable, and willing to leverage technology to communicate effectively, foster engagement, promote a positive work environment, and provide opportunities for growth. Understanding and strategically utilizing technology is crucial for leaders to build and maintain a loyal and productive workforce in the digital age. Failure to adapt leadership styles to the technological landscape can lead to disengagement and increased employee turnover, regardless of the inherent qualities of the leadership approach in a pre-digital context.

2.5 Recap of Literature Review

Using Moi Teaching and Referral Hospital in Uasin Gishu County, Kenya, as a case study, this study seeks to ascertain the impact of leadership styles on staff retention. In this chapter, the

literature was reviewed in relation to the conceptual framework's key study variables. The chapter has also worked on the theoretical literature where trait theory and social identity theory were presented and discussed. The chapter worked on the empirical review which comprised of the empirical studies in the area of research and their consequences as well as knowledge gaps.



CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter lays out the research strategy that was employed to accomplish the objective stated in the first chapter of this study. The chapter presents the research approach of the study as well as the research design. The chapter also entails the target population and the sample size as well as the respective sampling technique. Methods of data collection and analysis with respective procedures are also included in this chapter. The chapter further outlines how the validity and reliability of the research instrument were assessed.

3.2 Research Methodology

Since determining the influence of leadership in employee retention is the primary goal, the study used quantitative research methodology as it focuses on numerical data and statistical analysis. It aims to quantify observations, test hypotheses, and generalize findings to larger populations. In addition, inferential statistics can be used to ascertain the relationship between the variables when an explanatory survey design is used (Siedlecki, 2020).

3.3 Research Design

Due to its reliance on the collection of quantitative data, this research will adopt a quantitative research design. According to Ghanad (2023), quantitative research design represents a systematic and objective approach to understanding various phenomena through the collection and analysis of numerical data. Its essence lies in measurement, with a keen focus on quantifying variables, rigorously testing hypotheses, and ultimately generalizing findings to broader populations. Darrin and Zubkov (2023) averred that at its core, quantitative research design seeks to uncover patterns, establish averages, identify correlations, and, crucially, determine cause-and-effect relationships between variables. The approach will be to use data to answer the research questions and

extrapolate the findings (Bell, Harley & Bryman, 2022). Transformational, transactional, laissez-faire, and servant leadership are the independent variables that will be examined in order to explain the variation in the dependent variable, which is employee retention.

3.4 Study Location

This study was based at Moi Teaching and Referral Hospital. As is indicated in appendix VII, Moi Teaching and Referral Hospital is located in Eldoret City, Uasin Gishu County in Kenya. Moi Teaching and Referral Hospital was chosen as it had faced tremendous employee issues in the recent past. According to a very recent article in the Daily Nation, the hospital is currently facing an acute nursing staffing deficit of up to 1000 professional nurses who have left for greener pastures (Ominde, 2025). In addition, the researcher had close links with the hospital and therefore did not experience any complications during collection of research data from the hospital.

3.5 Target Population

The employees of Moi Teaching and Referral Hospital served as the information source. This was to give first hand information about the data that the study was looking for. A total of 3,721 employees from Moi Teaching and Referral Hospital made up the study's total population as shown in Table 3.1 below.

Table 3.1: Target Population of the Study

S/N	DEPARTMENT	NUMBER OF STAFF
1	Administration	61
2	Biomedical Engineering	42
3	Catering Services	109
4	Clinical Services	167
5	Clinical Medicine	179
6	Dental	40
7	Finance	150
8	Medical Engineering	56
9	Health Education and Promotion	208

10	Pastoral Services	4
11	Housekeeping	237
12	Human Resource Management and Development	37
13	ICT	68
14	Internal Audit	19
15	Medical Laboratory	190
16	Laundry Services	52
17	Legal Services	8
18	Medical Social Work	79
19	Monitoring And Evaluation	6
20	Nursing Services	1127
21	Nutrition And Dietetics	58
22	Occupational Therapy	37
23	Office Administrative Services	69
24	Orthopaedic Technology	11
25	Pharmacy	110
26	Physiotherapy	40
27	Planning	5
28	Plaster And Trauma	19
29	Counselling Services	25
30	Corporate Communications	44
31	Public Health	82
32	Quality Assurance and Standards	12
33	Radiology and Imaging	55
34	Security Services	169
35	Supply Chain	96
36	Telephone Exchange	24
37	Transport Services	26
TOTAL		3721

Source: *MTRH Human Resource Department, 2025*

3.6 Sampling Procedures and Techniques

According to Rashid, Rasheed, Amirah, Yusof, Khan, and Agha (2021), inferential statistics frequently employ sampling to forecast population behavior. By using sampling techniques, a researcher can be sure that the sample will accurately reflect the population's characteristics. Stratified sampling was used in this study due to the heterogeneous nature of the population of interest as shown in Table 3.1 above.

3.7 Sample Population

Scholars in the field of research provide various methods for calculating the sample size. To calculate the sample size for a small population, a researcher can use a census, replicate a sample size from related studies, or even apply a formula. Rahman (2023) noted that, in order to represent a population and capture the intended effect sizes, a sample should be adequate. A minimum of 300 to 500 respondents should be included in quantitative surveys (Uakarn, Chaokromthong & Sintao, 2021).

The study employed Slovin's formula (Ismail, Pernadi & Febriyanti, 2022) to come up with a sample size.

$$n = \frac{N}{(1 + N e^2)}$$

Where;

n is the desired sample size

N is the target population that is 3,721

e is the margin of error at 95.0% confidence interval

$$n = \frac{3,721}{(1 + 3,721 \times 0.05^2)}$$

Therefore, the desired sample size was 361 respondents and was distributed in the departments as shown in Table 3.2 using the formula $n = \frac{N \text{ of staff}}{\text{Total } N} \times 361$.

Table 3.2: Sample Population of the Study

S/N	DEPARTMENT	NUMBER OF STAFF	SAMPLE, <i>n</i>
1	Administration	61	6
2	Biomedical Engineering	42	4
3	Catering Services	109	11

4	Clinical Services	167	16
5	Clinical Medicine	179	17
6	Dental	40	4
7	Finance	150	15
8	Medical Engineering	56	5
9	Health Education and Promotion	208	20
10	Pastoral Services	4	1
11	Housekeeping	237	23
12	Human Resource Management and Development	37	4
13	ICT	68	7
14	Internal Audit	19	2
15	Medical Laboratory	190	18
16	Laundry Services	52	5
17	Legal Services	8	1
18	Medical Social Work	79	8
19	Monitoring And Evaluation	6	1
20	Nursing Services	1127	107
21	Nutrition And Dietetics	58	6
22	Occupational Therapy	37	4
23	Office Administrative Services	69	7
24	Orthopaedic Technology	11	1
25	Pharmacy	110	11
26	Physiotherapy	40	4
27	Planning	5	1
28	Plaster And Trauma	19	2
29	Counselling Services	25	2
30	Corporate Communications	44	4
31	Public Health	82	8
32	Quality Assurance and Standards	12	1
33	Radiology and Imaging	55	5
34	Security Services	169	16
35	Supply Chain	96	9
36	Telephone Exchange	24	2
37	Transport Services	26	3
TOTAL		3721	361

3.8 Construction of Research Instruments

For data collection, the researcher employed structured questionnaires because all members of the target population are literate. Anonymity is another feature of the questionnaire that allows the

researcher to obtain accurate information while also allowing the informant to provide honest information. The questionnaire's Section A contained background data about the respondents and the organization; Sections B–E included the independent variables; and Section F included the dependent variable.

Respondents' evaluations of various items in relation to the variables being studied was assessed using a Likert scale with five points. Participants were asked to rate how well the statements relate to their respective work environments or areas of expertise on a scale of 1 to 5. A Likert scale increases the likelihood that respondents would answer all or most of the questions, therefore it is thought to be more reliable. Additionally, since Likert scale ratings are interval scale attributes, they can be easily evaluated using standard techniques (Tanujaya, Prahmana & Mumu, 2022).

3.9 Testing for Validity and Reliability

Before creating the final questionnaire, it is important to validate items intended to directly evaluate the constructs of planned behavior theory (Castillo-Martínez et al., 2024). The only time the researcher can evaluate the instrument's usability is during pre-testing. Any content that is delicate, unclear, or biased would be noted and changed or left out. According to Hashim, Mohamad, Halim-Lim, and Ahmat (2022), pre-testing enables improvement prior to the final test. The researcher has the best chance to edit scripts, look for control measures and assess the environment for factors that might distort the findings. Given that, the researcher presented the questionnaire to the Supervisor and colleagues in the field to help identify ambiguous and confusing items. Their feedback was incorporated in designing the final questionnaire that was used for data collection.

The reliability of the questionnaire was evaluated using the Cronbach Alpha test. The greater the correlation between the different responses as determined by Cronbach Alpha, the more reliable

the items are. Reliability is acceptable when the Cronbach alpha is 0.7 or higher but less than 1, but unreliable when it is below the threshold (Izah, Sylva & Hait, 2023; Imasuen, 2022). The data collected underwent a reliability analysis to ascertain its levels of reliability with a threshold of 0.7. Where the Cronbach's Alpha is below the threshold the specific variable items underwent further scrutiny to identify and remove the items that are scoring low.

3.10 Data Collection Methods and Procedures

In this study, the hospital's top management was met by the researcher to confirm their commitment allowing the study to be carried out, explain the importance of the study, and get their commitment. Before data gathering in the second phase, the researcher provided the respondents with a briefing. Throughout the process, the internal publics of the specific department were informed of the study's goal and scope. Crucially, the researcher utilized the meeting to reassure the participants that their answers will be kept private. A letter of introduction was also included with the questionnaires to highlight the earlier explanation of goals and scope of this study. The aim was to increase the respondents' and researcher's mutual trust. Data collection took place in the third phase, during which the researcher distributed questionnaires to respondents applying the drop-and-pick technique.

3.11 Proposed Data Analysis Techniques and Procedures

Descriptive and inferential statistics were obtained through quantitative analysis of the data using the Statistical Package for Social Scientists (SPSS). Prior to being coded into the SPSS data viable table, the collected data was edited, formatted, and arranged. Missing data was removed after data entered into SPSS had been validated. Assumptions underlying linear regression analysis were tested so as to ensure that the results are validated and non-spurious. Simple and multiple linear regression analysis was used to test the research questions. For ease of understanding, the statistical

parameters produced by the software were displayed in tables and charts. The researcher was able to make inferences from the responses based on the statistical results.

3.11.1 Model Estimation and Testing

The connection between the dependent variable (employee retention) and the leadership styles was estimated using multiple linear regression analysis, which also offers an objective way to evaluate the strength and manner in which the independent and dependent variables are related. The significance of the entire model was also assessed using an Analysis of Variance (ANOVA). According to Field (2024), the F-statistic decision rule states that the model ought to be accepted if the p-value is less than or equal to the critical value at the 0.05 level of significance; if it exceeds the critical value, it ought to be rejected.

The model below guided the study:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where:

Y = Employee Retention

β_0 = Value of employee retention when all X (independent variables) values are 0 (zero).

β_i = The coefficients of regression output ($i = 1, 2, 3$ and 4). The relative significance of each independent variable in predicting the dependent variable is shown by the regression coefficients.

X_i = Different leadership styles (the independent variables) ($i = 1, 2, 3$ and 4), provided an explanation for the variance in employee retention. In this case:

X_1 = Transformational Leadership

X_2 = Transactional Leadership

X_3 = Laissez-Faire Leadership

X_4 = Servant Leadership

ε = the error term, which is thought to be normally distributed with mean zero and constant variance in order to account for all additional variables or antecedents not taken into consideration in the study.

Therefore, the study used the following intervening model to evaluate the intervening influence of Organizational Culture and Technology (X_5) on the relationship between Leadership Styles and Employee Retention.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

Since β_5 was significantly different from zero then X_5 was considered to have an intervening influence in the relationship between Leadership Styles and Employee.

3.12 Ethical Considerations

Ethics is the study of moral dilemmas and decisions, standards or norms pertaining to conduct and interpersonal interactions, and the defense of participants' or subjects' rights. It is about right and wrong behavior (Cooper & Schindle, 2013; & Luthans, 2015). Polit and Beck (2011) contends that research should adhere to the fundamental principles: beneficence, respect for human dignity and justice. Sekaran (2016) opines that ethics in business studies refers to the behavior or expected communal norm while undertaking research. This study followed all the ethical concerns.

No office requirements were flouted at all in the course of this study. Approval from the University Ethical Clearance office and introduction letter from post graduate Office at Mount Kenya

University was obtained and after that, the study sought ethical approval from National Commission for Science, Technology & Innovation (NACOSTI). Administrative consent from the Principal Secretary, Ministry of Health (Afya House) was obtained allowing access to research at MTRH. Additionally, approval was sought from the hospital's ethics and research committee. Mien and Decorum was ensured by adhering to respect of cultural diversity and norms of the society.

Consequent to the research principles, fairness was observed by according individual respondent courtesy, privacy, full disclosure and assurance that protocols would be adhered to, and the data collected would only be utilized for scholarly research and not for malicious purposes or to further commercial or self-serving interests. By prohibiting respondents from providing their names or personal numbers on the questionnaire, respondents were guaranteed anonymity and confidentiality in order to prevent or reduce risks. Anonymity was ensured by not revealing names but use of codes. The storage of data collected was under lock and key and use of encrypted flash disk. Confidentiality was assured by not giving collected data to third parties or unauthorized persons. The intellectual property and plagiarism was ensured by checking similarity index and producing similarity report and acknowledging the work of other scholars through citations and references.

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

The main objective of this study is to determine the effect of leadership styles on employee retention using a case of Moi Teaching and Referral Hospital in Uasin Gishu County, Kenya. This chapter presents the study findings, discussion and analysis based on the objectives of the study. The chapter gives the response rate and reliability of the study tests. The chapter provides the results of the study performed to test the conceptual model and research hypotheses. It also presents results of the background information of respondents and statistical results on the variables of the study.

4.2 Response Rate

In the study, a total of 296 out of the 361 sampled respondents responded to the study questionnaire. This translates to a response rate of 81.99%. The response rate of 81.99% gave the study high degree of representativeness that could be relied upon confidently to generalize the respondents' views. According to Portney (2020), a response rate of 50% is considered average, 60-70% is considered adequate while anything above 70% is considered to be excellent response rate. This response rate was, therefore, considered excellent representative of the respondents to provide information for analysis and derive conclusions. Table 4.1 shows the study response rate.

Table 4.1: Response Rate

Questionnaires	Frequency	Percent
Response	296	81.99%
Non-response	65	18.01%
Total	361	100.00

4.3 Demographic Information

The study carried out an analysis on the demographic characteristics of the respondents. This was done so as to ensure the data was collected from the correct respondents and to increase data validity. The findings were summarized in the sub-sections that follow.

4.3.1 Gender of the Respondents

The study generated a pie chart to represent the distribution of the respondents in terms of gender. The findings were presented in Figure 4.1.

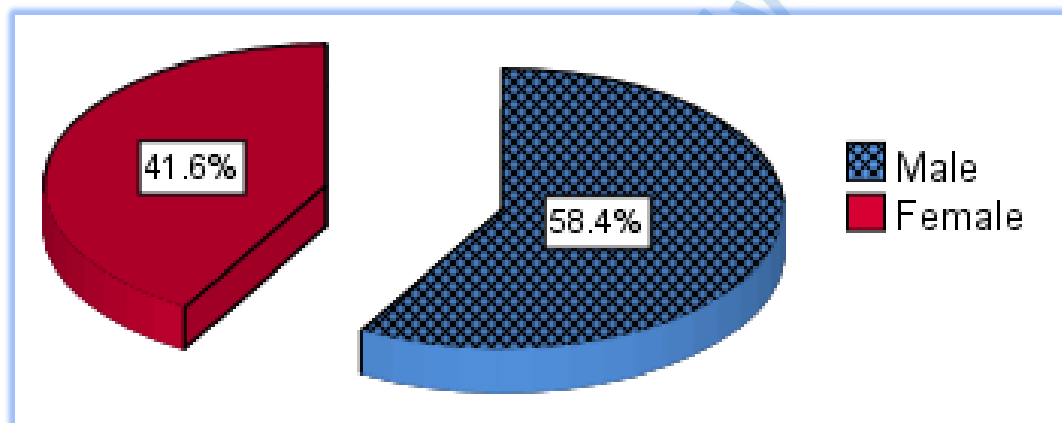


Figure 4.1: Gender of the Respondent

Figure 4.1 shows that 58.4% of the respondents were male while 41.6% were female. The purpose of this assessment was to establish if the research met the 1/3 gender rule and it did. From the finding, the research, and indeed the staffing met the gender of either gender comprising a minimum of 30%.

4.3.2 Age Category of the Respondent

The study sought to find out the categories to which the respondents belonged. The findings were presented in Figure 4.2.

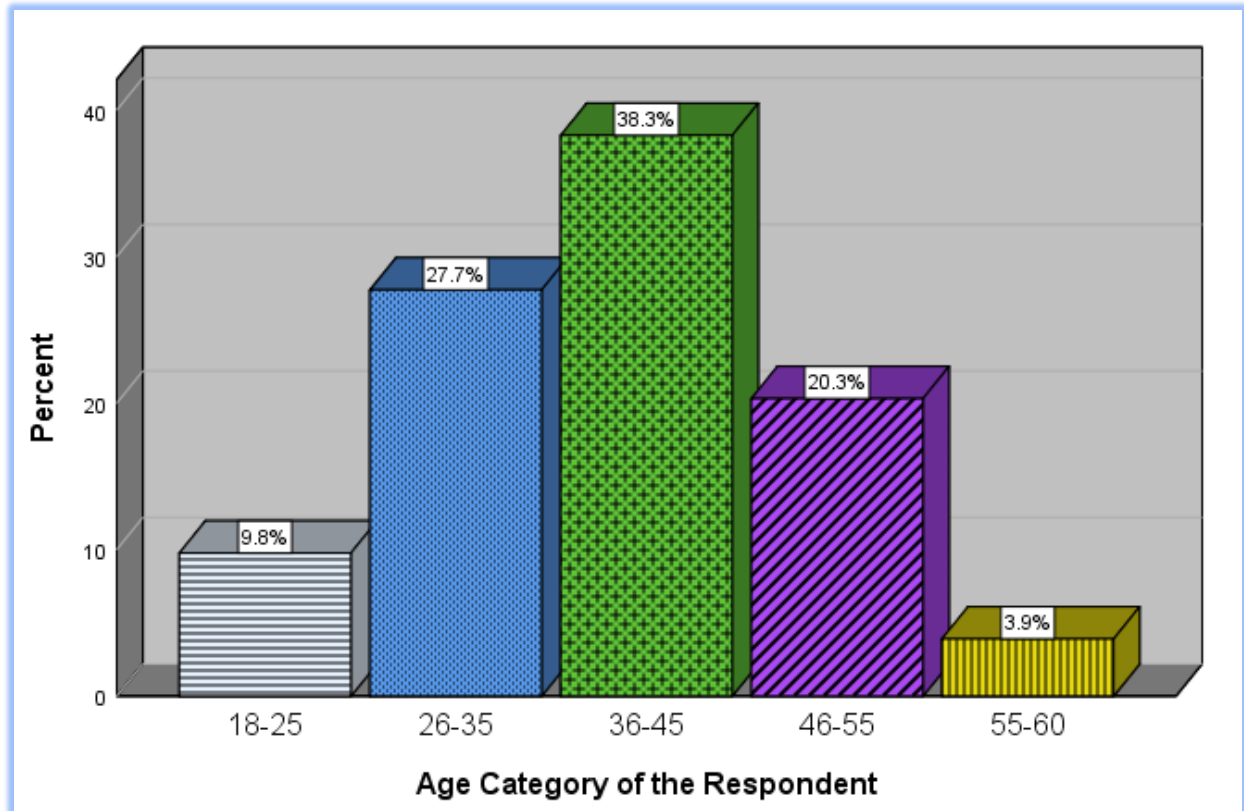


Figure 4.2: Age Category of the Respondent

From the findings presented in Figure 4.2, a majority (38.3%) of the respondents were between 36 and 45 years, 27.7% were between 26 and 35 years, 20.3% were 46-55 years, 9.8% were 18 to 25 years, and 3.9% were 55 to 60 years of age. This finding therefore indicated that the findings can be generalized to all working (employed) age categories.

4.3.3 Highest Academic Qualification

The study sought to find the highest level of education of the respondents and presented the findings in Figure 4.3.

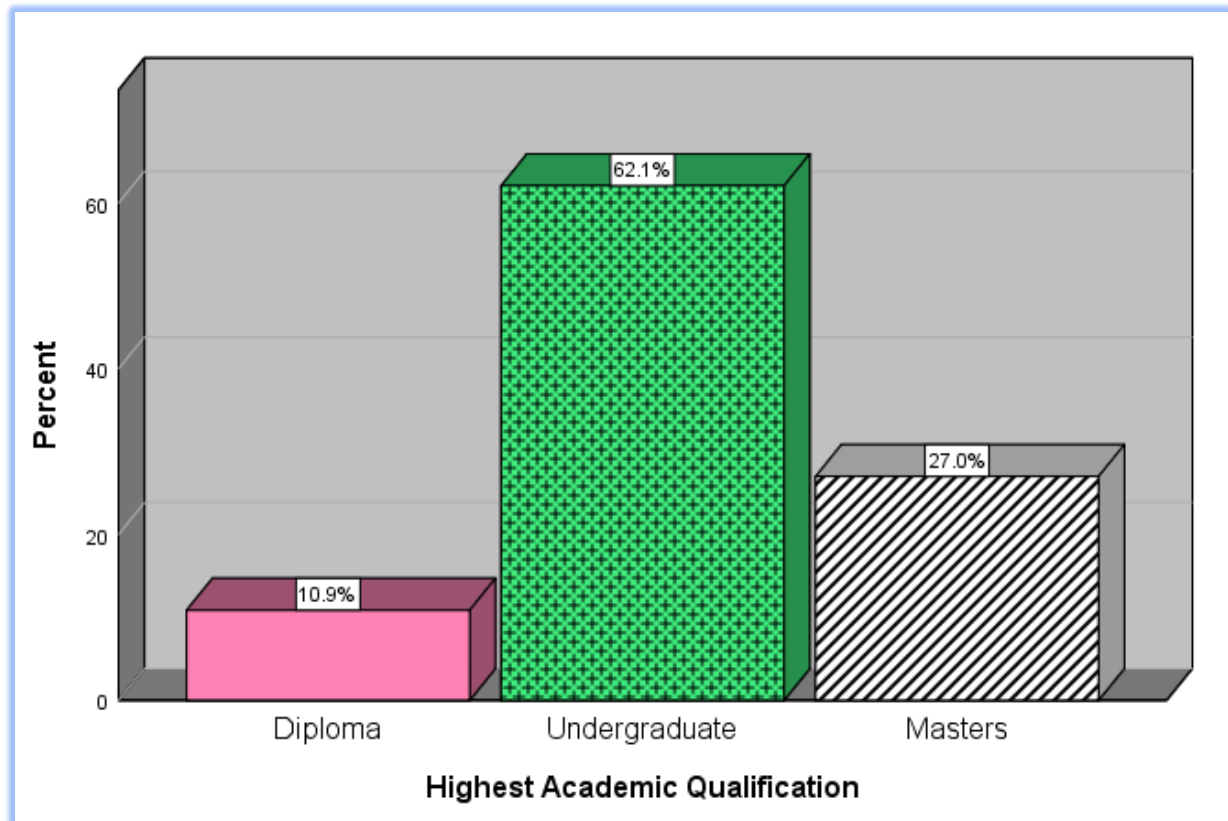


Figure 4.3: *Highest Academic Qualification*

From the findings presented in Figure 4.3, a majority (62.1%) of the respondents had an undergraduate level of education, 27.0% had master's level of academic qualification, and 10.9% had a diploma level of academic qualification. The findings shows that all the respondents had a level of academic qualification that enabled them understand and respond to the study's construct.

4.3.4 Designation Level

The study sought to find the designation level of the respondents. The results were presented in Figure 4.4.

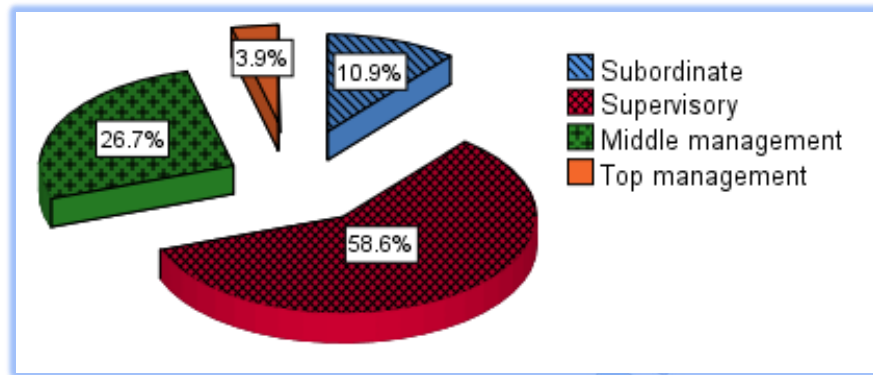


Figure 4.4: Designation Level of the Respondents

The findings presented in Figure 4.4 show 58.6% of the respondents were on supervisory designation level, 26.7% were on middle management level, 10.9% were on subordinate level, and 3.9% were in top management designation level.

4.3.5 Number of years worked

The study further asked the respondents the number of years they had worked at MTRH. Their responses were recorded and presented in Figure 4.5.

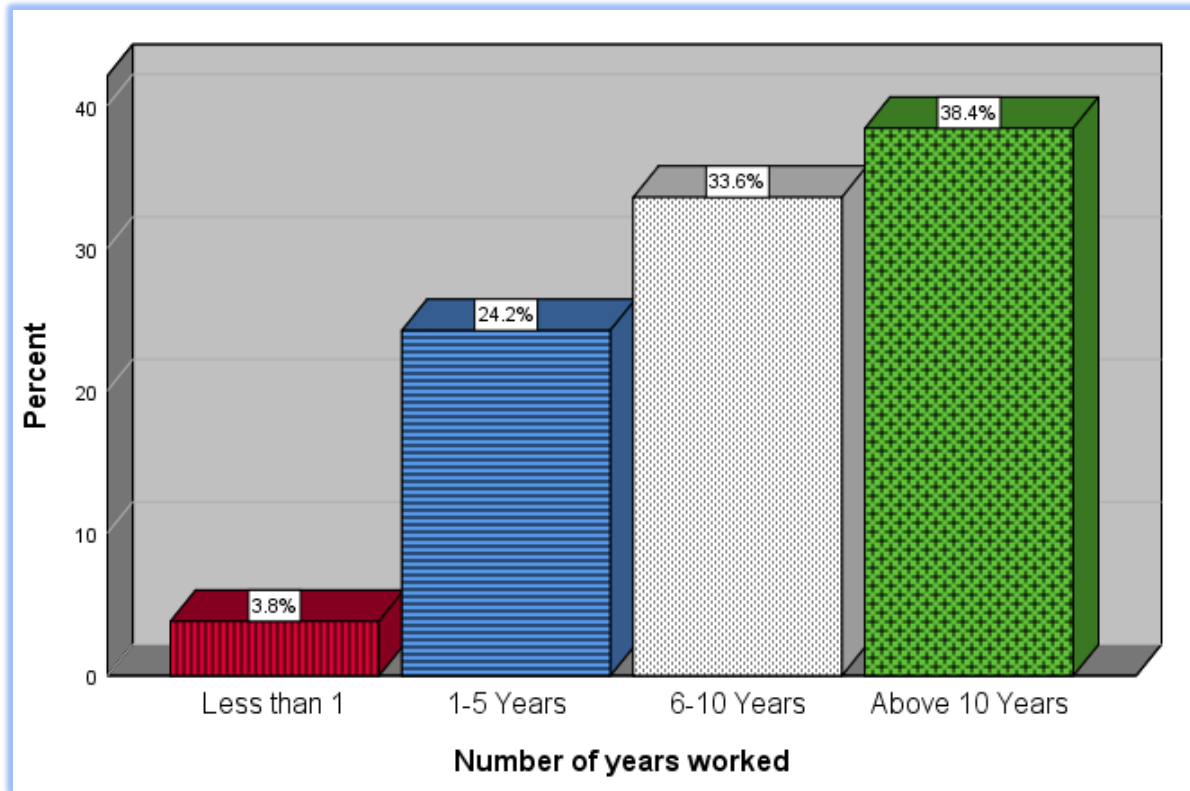


Figure 4.5: Number of years worked

The findings presented in Figure 4.5 show that a majority (38.4%) of the respondents had worked for more than 10 years, 33.6% had worked for between 6 to 10 years, 24.2% had worked for between 1 to 5 years while 3.8% had worked for less than a year. This indicates that a majority of the respondent had worked long enough at MTRH for them to understand and respond to the constructs of the study from the point of knowledge and information, which makes the findings even more reliable.

4.4 Diagnostic Test Results

This section presents the results from the diagnostic tests conducted. The tests were conducted so as to provide appropriate analysis, meaningful and robust conclusions. Diagnostic tests were done to help find out if there was consistency, sampling methodology was right, testing technical appropriateness of the statistical methods, for example, detect any questionnaire problem, and establish whether statistical analysis was right for the data.

4.4.1 Reliability Analysis

Reliability is acceptable when the Cronbach alpha is 0.7 or higher but less than 1, but unreliable when it is below the threshold (Izah, Sylva & Hait, 2023; Imasuen, 2022). The Cronbach's Alpha Coefficient result was computed to determine how items correlate, with a high Cronbach's alpha coefficient of above 0.7 implying that items correlate highly. The results were presented in Table 4.2.

Table 4.2: Cronbach's Alpha Statistics

Variables	Cronbach's Alpha	No. of Items	Comment
Transformational Leadership	.916	7	Accepted
Transactional Leadership	.911	8	Accepted
Laissez-Faire Leadership	.802	7	Accepted
Servant Leadership	.940	8	Accepted
Organizational Culture and Technology	.793	9	Accepted
Employee Retention	.891	7	Accepted

Table 4.2 above shows that all the variables had a Cronbach's Alpha of above 0.7 implying that the data was highly correlated, with high internal consistency and therefore, was reliable.

4.4.2 Test of Assumptions of Linear Regression Analysis

Field (2024) observed that, ahead of conducting regression analysis, it is important to investigate the basic assumptions of linear regression analysis. Abu-Bader (2021) adds that, approximating the research equations when the assumptions of linear regression are violated is dangerous because it may result in the risk of prejudiced, incompetent and incompatible parameter estimates. These tests include; normality, autocorrelation, multicollinearity, homoscedasticity and outliers in the dependent variable.

4.4.2.1 Normality Check

Normality tests are used to determine if a data set is well modeled by a normal distribution and to compute how likely it is for a random variable underlying the data set to be normally distributed (Alita, Putra & Darwis, 2021). This study used graphical method (Normal P-P plot) of normality to check for normal distribution of residuals of regression models. The findings were summarized in Figure 4.6.

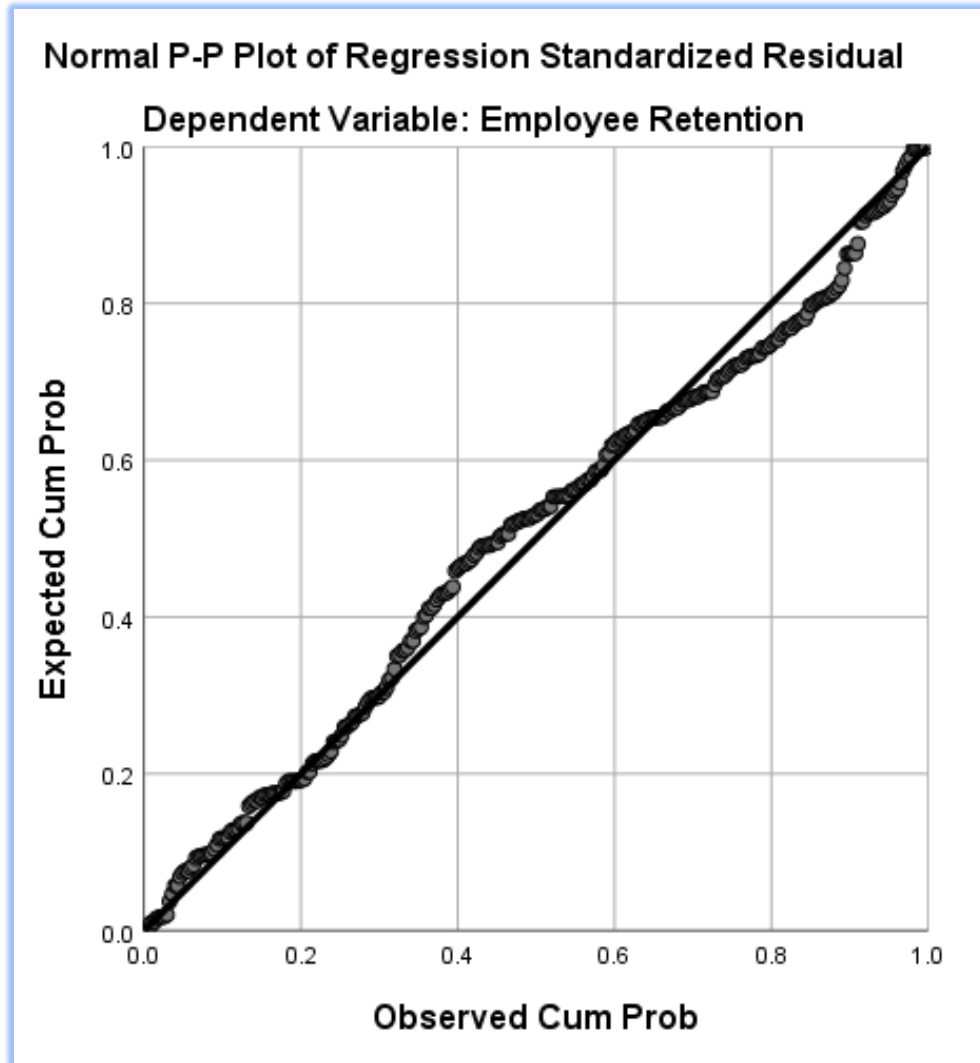


Figure 4.6: Normal P-P Plot of the Residuals

From Figure 4.6 the scatter dots fell within the line of best fit and this led the study to conclude that the dataset was normally distributed.

4.4.2.2 Test of Homoscedasticity

Homoscedasticity implies equal levels of variability between dependent variable over a range of independent variables that are either categorical or continuous (Saleh & Rosli, 2024). To test for homoscedasticity of variance, a scatter diagram was generated from SPSS software and presented in Figure 4.7.

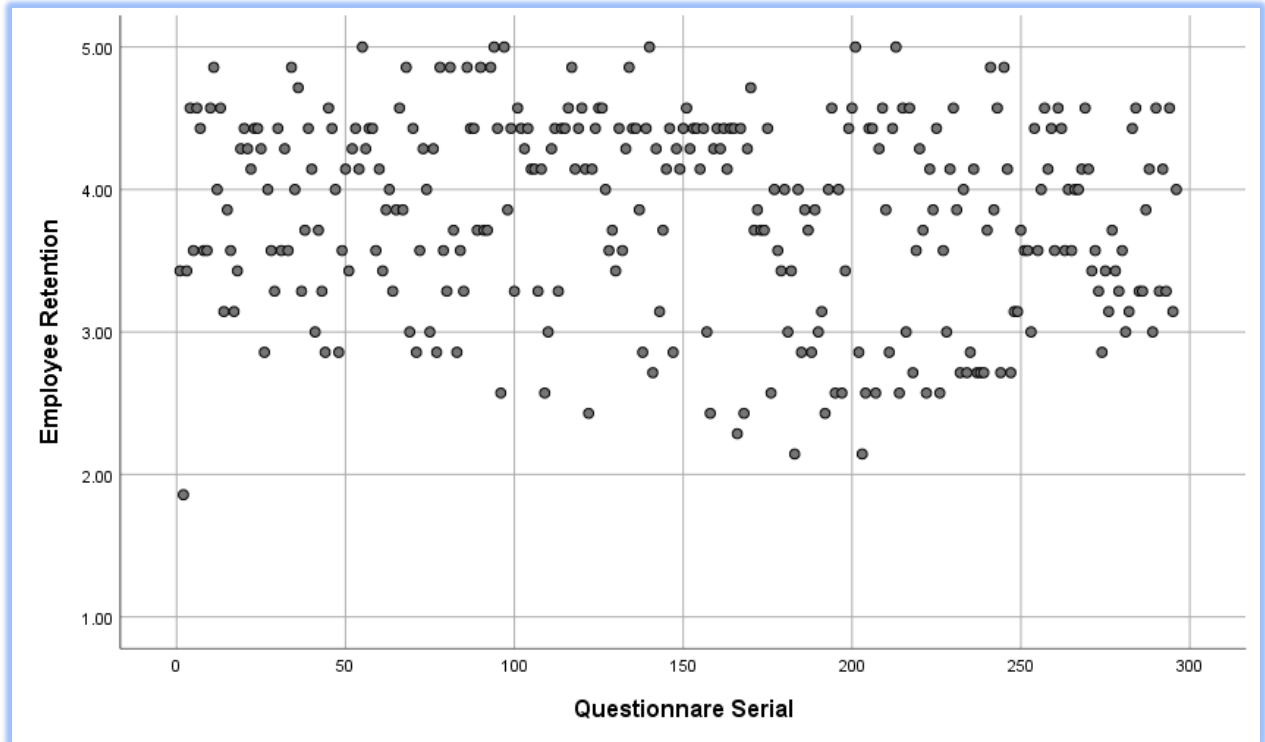


Figure 4.7: Homoscedasticity in the dependent variable (Employee Retention)

From Figure 4.7, the dependent variable (Employee Retention) was observed to be homoscedastic as the scatter dots did not form any systematic pattern that was either exploding or converging from the origin (Saleh & Rosli, 2024).

4.4.2.3 Checking for Outliers in the Dependent Variable

According to Mazarei, Sousa, Mendes-Moreira, Molchanov and Ferreira (2025), sometimes in linear regression analysis, some data points have unequal effects on the slope of the linear regression equation. These data points that diverge away from the overall pattern are called outliers and can be observed using a box plot. Therefore, a box plot was generated from the dataset and presented in Figure 4.8.

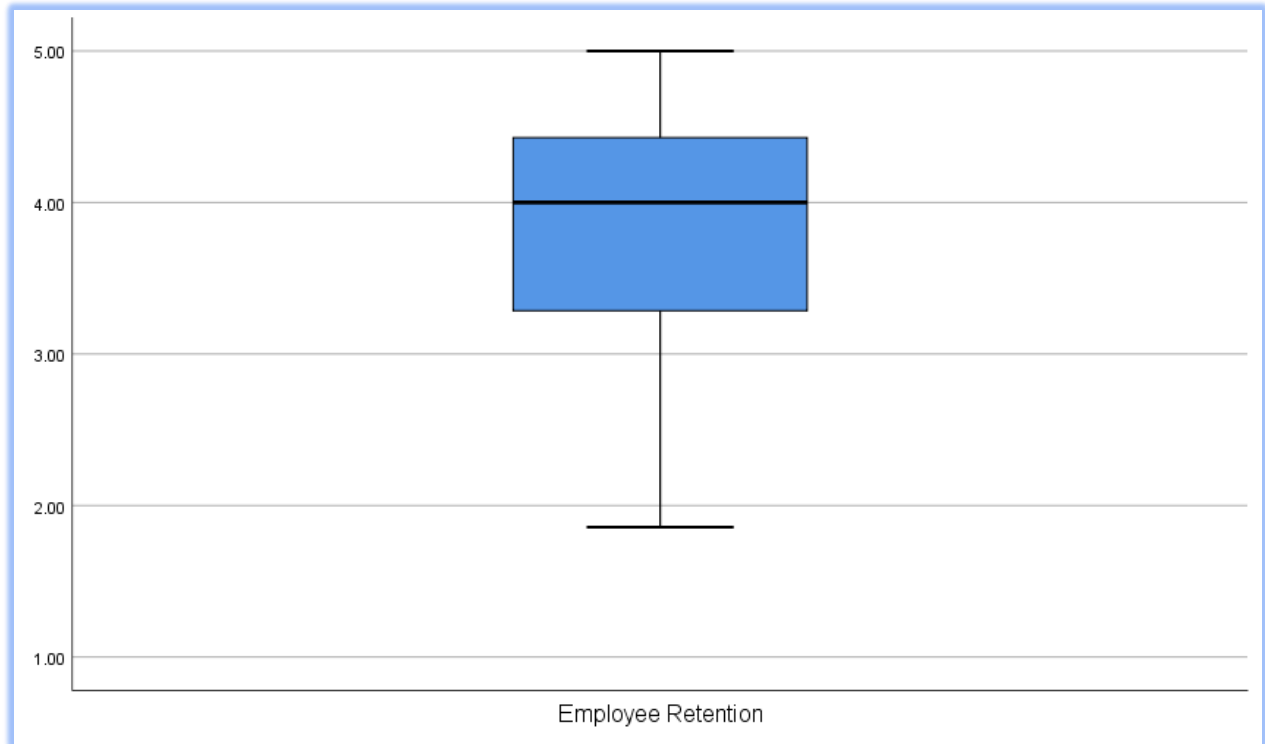


Figure 4.8: Outliers on the Dependent Variable (Employee Retention)

Figure 4.8 above, the dependent variable (Employee Retention) did not have any outliers as there were no scatter dots appearing on either side of the whiskers on the box plot.

4.4.2.4 Autocorrelation between the Variables

Durbin-Watson Statistic was used to check for the presence of autocorrelation. According to Zhao, Hu, Wu, Xia and Yu (2024), Durbin-Watson statistic ranges in value between 0 and 4. A value near 2 indicates non-autocorrelation; a value closer to 0 indicates positive correlation while a value closer to 4 indicates negative correlation. The study did an autocorrelation analysis to determine whether there was presence of autocorrelation in the variables and presented the findings in Table 4.3.

Table 4.3: Autocorrelation Check for the Variables

Model Summary^b	
Model	Durbin-Watson
1	2.032 ^a

a. Predictors: (Constant), Organizational Culture and Technology, Servant Leadership, Laissez-Faire Leadership, Transactional Leadership, Transformational Leadership
b. Dependent Variable: Employee Retention

The findings in Table 4.3 shows that the Durbin-Watson statistic was 2.032 meaning that the data did not have any autocorrelation.

4.4.2.5 Test for Multicollinearity

Multicollinearity exists when there is a linear relation among two or more explanatory variables which can be used to predict the other, when IVs are too highly correlated with each other, therefore making it hard to get dependable estimates of their individual coefficients (Tsagris & Pandis, 2021). Multicollinearity exist if tolerance is <0.1 or $VIF > 10$ for all variables. The study generated a multicollinearity table and the results were put in Table 4.4.

Table 4.4: Test for Multicollinearity

		Coefficients^a	
Model		Collinearity Statistics	
		Tolerance	VIF
1	Transformational Leadership	.226	4.423
	Transactional Leadership	.246	4.069
	Laissez-Faire Leadership	.480	2.084
	Servant Leadership	.363	2.756
	Organizational Culture and Technology	.462	2.165

a. Dependent Variable: Employee Retention

From the results presented in Table 4.4, the data was observed to have no multicollinearity present as none of the variables had tolerance <0.1 or $VIF > 10$.

4.5 Descriptive Statistics

4.5.1 Descriptive Statistics for Transformational Leadership

The study sought to find the descriptive statistics for Transformational Leadership, and the results were presented in Table 4.5; where SD is Strongly Disagree, D is Disagree; N is Neutral, A is Agree, SA is Strongly Agree, M is the Mean, St. Dev is the Standard Deviation.

Table 4.5: Descriptive Statistics for Transformational Leadership

	SD	D	N	A	SA	M	St. Dev
The hospital's top executives mentor and support other leaders to help them build on their strengths and become better leaders.	1.0%	12.5%	27.0%	38.5%	20.9%	3.66	0.979
The hospital's administrators gather various viewpoints and ideas in order to solve issues.	0.3%	12.2%	29.4%	39.5%	18.6%	3.64	0.932
The leaders consider the ethical and moral ramifications of their choices carefully.	2.0%	9.5%	22.0%	41.9%	24.7%	3.78	0.990
MTRH administrators discuss the hospital's promising and prosperous future.	5.7%	19.9%	22.0%	37.2%	15.2%	3.36	1.132
The administrators of the hospital do review comments and plans, and they do consider whether or not they are appropriate for the needs of the staff.	3.7%	11.8%	26.0%	35.5%	23.0%	3.62	1.076
The leaders at MTRH put the hospital's interests ahead of their own.	2.4%	14.2%	33.1%	27.0%	23.3%	3.55	1.069

Junior staff members at Moi Teaching and Referral Hospital now have a greater sense of trust and confidence in the superiors.	3.0%	12.2%	33.4%	25.0%	26.4%	3.59	1.094
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From Table 4.5, 38.5% of the respondents agreed that the hospital's top executives mentor and support other leaders to help them build on their strengths and become better leaders, 39.5% agreed that the hospital's administrators gather various viewpoints and ideas in order to solve issues, 41.9% agreed that the leaders consider the ethical and moral ramifications of their choices carefully, 37.2% of the respondents agreed that MTRH administrators discuss the hospital's promising and prosperous future, 35.5% agreed that the administrators of the hospital do review comments and plans, and they do consider whether or not they are appropriate for the needs of the staff. A majority of the respondents (33.1%) remained neutral on the statement that the leaders at MTRH put the hospital's interests ahead of their own, and 33.4% also remained neutral on the statement that junior staff members at Moi Teaching and Referral Hospital now have a greater sense of trust and confidence in the superiors.

4.5.2 Descriptive Statistics for Transactional Leadership

Using SPSS, the study generated a descriptive statistics table for Transactional Leadership and presented the findings in Table 4.6; where SD is Strongly Disagree, D is Disagree; N is Neutral, A is Agree, SA is Strongly Agree, M is the Mean, St. Dev is the Standard Deviation.

Table 4.6: Descriptive Statistics for Transactional Leadership

	SD	D	N	A	SA	M	St. Dev
Leaders take into account each person's needs, capabilities, and goals; they do not view people as merely members of a group.	3.0%	13.2%	30.7%	29.1%	24.0%	3.58	1.083
The leaders track errors made by others and keep an eye on performance.	1.0%	8.1%	20.9%	44.3%	25.7%	3.85	0.929
The administrators of the hospital give help in return for favors.	7.8%	30.7%	21.6%	19.9%	19.9%	3.14	1.266
The administrators of the hospital show their happiness when others succeed.	1.0%	9.1%	32.4%	30.1%	27.4%	3.74	0.994
The leaders go into detail about who is in charge of meeting performance goals.	1.7%	10.8%	23.3%	39.5%	24.7%	3.75	1.002
When work is finished, the leaders are clear about what should be expected in terms of payment or benefits.	2.7%	6.8%	25.0%	35.8%	29.7%	3.83	1.018
Project managers keep an eye on things and step in when things don't go according to plan.	1.4%	7.1%	21.3%	38.5%	31.8%	3.92	0.966
Leaders typically don't pay attention to others until something goes wrong, at which point they may offer unfavorable criticism or remarks.	15.2%	31.8%	17.2%	18.2%	17.6%	2.91	1.345

From Table 4.6, a majority (30.7%) of the respondents were neutral leaders take into account each person's needs, capabilities, and goals; they do not view people as merely members of a group, 44.3% agreed that the leaders track errors made by others and keep an eye on performance, 30.7% disagreed that the administrators of the hospital give help in return for favors, 32.4% remained neutral that the administrators of the hospital show their happiness when others succeed, 39.5%

agreed that the leaders go into detail about who is in charge of meeting performance goals, 35.8% agreed that when work is finished, the leaders are clear about what should be expected in terms of payment or benefits, 38.5% agreed that project managers keep an eye on things and step in when things don't go according to plan, 31.8% disagreed that leaders typically don't pay attention to others until something goes wrong, at which point they may offer unfavorable criticism or remarks.

4.5.3 Descriptive Statistics for Laissez-Faire Leadership

The study sought to establish how the respondents responded in terms of the descriptive statistics for Laissez-Faire Leadership and the findings were presented in Table 4.7; where SD is Strongly Disagree, D is Disagree; N is Neutral, A is Agree, SA is Strongly Agree, M is the Mean, St. Dev is the Standard Deviation.

Table 4.7: Descriptive Statistics for Laissez-Faire Leadership

	SD	D	N	A	SA	M	St. Dev
Leaders do not communicate their opinions or their plans to their subordinates.	4.7%	34.5%	22.6%	21.6%	16.6%	3.11	1.185
Hospital administrators only provide feedback in response to subpar performance.	14.5%	27.7%	21.3%	19.9%	16.6%	2.96	1.313
The leaders put off addressing pressing concerns or problems.	16.6%	28.0%	25.0%	14.5%	15.9%	2.85	1.306
When it matters most, the leaders are not present.	3.0%	31.1%	27.0%	17.6%	21.3%	3.23	1.188
When individuals perform well, the leaders fail to acknowledge it.	13.5%	36.5%	16.6%	16.6%	16.9%	2.87	1.317
Leaders don't offer direction, oversight, or mentorship.	32.1%	32.8%	10.1%	18.9%	6.1%	2.34	1.271

When significant issues in the hospital come up, the leaders stay out of the way.	26.4%	36.8%	25.0%	8.8%	3.0%	2.25	1.038
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From the findings presented in Table 4.7, a majority of the respondents (34.5%) disagreed that with the statement that leaders do not communicate their opinions or their plans to their subordinates, 27.7% disagreed that the hospital administrators only provide feedback in response to subpar performance, 28.0% disagreed that the leaders put off addressing pressing concerns or problems, 31.1% disagreed that when it matters most, the leaders are not present, 36.5% disagreed that when individuals perform well, the leaders fail to acknowledge it, 32.8% disagreed that leaders don't offer direction, oversight, or mentorship, and a majority (36.8%) also disagreed with the statement that when significant issues in the hospital come up, the leaders stay out of the way.

4.5.4 Descriptive Statistics for Servant Leadership

The study sought to find the descriptive statistics for Servant Leadership. The results were summarized in Table 4.8; where SD is Strongly Disagree, D is Disagree; N is Neutral, A is Agree, SA is Strongly Agree, M is the Mean, St. Dev is the Standard Deviation.

Table 4.8: Descriptive Statistics for Servant Leadership

	SD	D	N	A	SA	M	St. Dev
Leaders put others' needs ahead of their own and prioritize the needs of their team members.	2.7%	6.1%	16.9%	47.0%	27.4%	3.90	0.961
The leaders are aware of what is going on the ground and are skilled at foreseeing the effects of their choices and resolving challenging issues.	1.7%	5.7%	27.0%	37.2%	28.4%	3.85	0.957

By offering the required assistance, the leaders show that they genuinely care about the professional development of both staff members and other leaders.	1.0%	10.1%	18.9%	30.1%	39.9%	3.98	1.043
The ability to properly contextualize the accomplishments and talents of employees is possessed by leaders.	1.7%	7.4%	14.5%	46.6%	29.7%	3.95	0.945
MTRH leaders are willing to accept accountability and choose service over power and self-interest.	2.4%	5.1%	22.0%	46.6%	24.0%	3.85	0.925
MTRH leaders consistently display humility, integrity, accountability, security and vulnerability	1.0%	8.4%	17.9%	41.9%	30.7%	3.93	0.956
The leaders are skilled at providing emotional support and personal assistance to others, such as to grieving, ill, or bereaved employees.	2.0%	6.8%	20.3%	43.2%	27.7%	3.88	0.960
In many ways (such as intellectually, emotionally, socially, and spiritually), the leaders help others become servant leaders in their own right.	2.7%	6.8%	16.2%	43.9%	30.4%	3.93	0.989

From the findings presented in Table 4.8, 47.0% of the respondents agreed that leaders put others' needs ahead of their own and prioritize the needs of their team members, 37.2% agreed that the leaders are aware of what is going on the ground and are skilled at foreseeing the effects of their choices and resolving challenging issues, 39.9% agreed that by offering the required assistance, the leaders show that they genuinely care about the professional development of both staff members and other leaders, 46.6% agreed that the ability to properly contextualize the accomplishments and talents of employees is possessed by leaders, and another 46.6% agreed that MTRH leaders are willing to accept accountability and choose service over power and self-interest.

A majority of the respondents (41.9%) agreed that MTRH leaders consistently display humility, integrity, accountability, security and vulnerability, 43.2% agreed that the leaders are skilled at providing emotional support and personal assistance to others, such as to grieving, ill, or bereaved employees, and 43.9% agreed as well that in many ways (such as intellectually, emotionally, socially, and spiritually), the leaders help others become servant leaders in their own right.

4.5.5 Descriptive Statistics for Organizational Culture and Technology

The study sought to find the descriptive statistics for Organizational Culture and Technology, and the results were presented in Table 4.9; where SD is Strongly Disagree, D is Disagree; N is Neutral, A is Agree, SA is Strongly Agree, M is the Mean, St. Dev is the Standard Deviation.

Table 4.9: Descriptive Statistics for Organizational Culture and Technology

	SD	D	N	A	SA	M	St. Dev
There is a strong sense of teamwork and collaboration within this organization	12.4%	27.9%	28.3%	21.0%	10.3%	2.89	1.180
New ideas and innovative approaches are actively encouraged here	3.7%	11.9%	29.8%	36.6%	18.0%	3.53	1.036
The organization actively invests in new and relevant technologies	3.4%	23.6%	27.7%	28.7%	16.6%	3.31	1.107
The leadership in this organization clearly articulates a vision for the future	9.8%	19.9%	22.0%	28.7%	19.6%	3.28	1.260
Employees are provided with adequate training and support to use new technologies effectively	11.5%	23.4%	27.5%	23.1%	14.6%	3.06	1.229

Mistakes are generally seen as opportunities for learning rather than reasons for blame	1.7%	20.9%	30.7%	26.0%	20.6%	3.43	1.087
Technology is seen as a tool to improve efficiency and productivity in our work	7.4%	25.7%	24.3%	22.3%	20.3%	3.22	1.242
Technology facilitates better communication and collaboration among employees	19.9%	18.6%	21.3%	19.9%	20.3%	3.02	1.414
Employees feel empowered to make decisions and take initiative	17.9%	27.0%	30.4%	16.6%	8.1%	2.70	1.179

From Table 4.9, a majority (28.3%) of the respondents were neutral that there is a strong sense of teamwork and collaboration within this organization, 36.6% agreed that new ideas and innovative approaches are actively encouraged here, 28.7% agreed that the organization actively invests in new and relevant technologies, another 28.7% agreed that the leadership in this organization clearly articulates a vision for the future, 27.5% remained neutral that employees are provided with adequate training and support to use new technologies effectively, 30.7% remained neutral that mistakes are generally seen as opportunities for learning rather than reasons for blame, 25.7% disagreed that technology is seen as a tool to improve efficiency and productivity in their work, 21.3% were neutral that technology facilitates better communication and collaboration among employees, and 30.4% also remained neutral on the statement that employees feel empowered to make decisions and take initiative.

4.5.6 Descriptive Statistics for Employee Retention

The study generated a descriptive statistics table for Employee Retention and the findings were summarized in Table 4.10; where SD is Strongly Disagree, D is Disagree; N is Neutral, A is Agree, SA is Strongly Agree, M is the Mean, St. Dev is the Standard Deviation.

Table 4.10: Descriptive Statistics for Employee Retention

	SD	D	N	A	SA	M	St. Dev
Majority of the employees feel comfortable and motivated to work at MTRH	2.7%	6.1%	18.6%	32.8%	39.9%	4.01	1.037
Majority of the employees love and enjoy working at MTRH	2.0%	5.7%	32.4%	44.6%	15.2%	3.65	0.878
Employees feel appreciated for the work they do at MTRH	1.7%	7.8%	19.3%	43.9%	27.4%	3.88	0.957
Employees feel that they have opportunities to grow at MTRH	0.3%	7.4%	23.3%	47.3%	21.6%	3.82	0.865
Very few employees have left MTRH in the last one year	0.3%	5.7%	30.7%	41.9%	21.3%	3.78	0.857
I would recommend MTRH to friends or peers as a great place to work.	0.0%	4.1%	22.3%	51.7%	22.0%	3.92	0.774
If I were offered the same job at another organization, I would likely stay at MTRH.	0.7%	3.4%	33.8%	42.9%	19.3%	3.77	0.821

Table 4.10 shows that a majority (39.9%) of the respondents agreed that a majority of the employees feel comfortable and motivated to work at MTRH, 44.6% of the respondents agreed that majority of the employees love and enjoy working at MTRH, 43.9% agreed that employees feel appreciated for the work they do at MTRH, 47.3% agreed that employees feel that they have opportunities to grow at MTRH, 41.9% agreed that very few employees have left MTRH in the last one year, 51.7% agreed that they would recommend MTRH to friends or peers as a great place

to work, and a majority (42.9%) of the respondents also agreed that If they were offered the same job at another organization, they would likely stay at MTRH.

4.6 Inferential Statistics

In this section, the study carried out both correlation and regression analysis and the findings were presented and discussed under this section.

4.6.1 Correlation Analysis

Correlation Analysis was done so as to establish the strength and type of relationship that existed between the dependent variable, Employee Retention, the Independent Variables (Transformational Leadership, Transactional Leadership, Laissez-Faire Leadership, and Servant Leadership), as well as the Intervening Variable (Organizational Culture and Technology). From the results presented in Table 4.11.

Table 4.11: Pearson's Correlation between the Variables

		Correlations					
		ER	TL	TLS	LFLS	SLS	OCT
Employee Retention (ER)	Pearson Correlation	1	.737**	.754**	.592**	.733**	.574**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	296	296	296	296	296	296
Transformational Leadership (TL)	Pearson Correlation	.737**	1	.827**	.619**	.743**	.676**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	296	296	296	296	296	296
Transactional Leadership (TLS)	Pearson Correlation	.754**	.827**	1	.630**	.770**	.532**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	296	296	296	296	296	296
Laissez-Faire Leadership (LFLS)	Pearson Correlation	.592**	.619**	.630**	1	.590**	.621**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	296	296	296	296	296	296

Servant Leadership (SLS)	Pearson Correlation	.733**	.743**	.770**	.590**	1	.522**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	296	296	296	296	296	296
Organizational Culture and Technology (OCT)	Pearson Correlation	.574**	.676**	.532**	.621**	.522**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	296	296	296	296	296	296

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

From Table 4.11, the findings show that all the variables had a strong, positive and statistically significant correlation with the dependent variable (Employee Retention) at Pearson's Correlation Coefficient of 0.737 for Transformational Leadership, 0.754 for Transactional Leadership, 0.592 for Laissez-Faire Leadership, 0.733 for Servant Leadership, and 0.574 for Organizational Culture and Technology.

4.6.2 Multiple Linear Regression Analysis

The study sought to find the combined effect of the independent variables (Transformational Leadership, Transactional Leadership, Laissez-Faire Leadership and Servant Leadership) on the dependent variable (Employee Retention). The study generated a model summary table using SPSS and presented the results in Table 4.12.

Table 4.12: Model Summary Table for Dependent and Independent Variables

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.807 ^a	.651	.646	.41054

a. Predictors: (Constant), Servant Leadership, Laissez-Faire Leadership, Transformational Leadership, Transactional Leadership

Table 4.12 shows that combined R-Square was .651 meaning that 65.1% of the total variance in the dependent variable, Employee Retention could be explained by the combined independent variables (Transformational Leadership, Transactional Leadership, Laissez-Faire Leadership and Servant Leadership).

The study further sought to test whether there was a positive significant relationship between the dependent variable (Employee Retention) and the Independent Variables and presented the results in Table 4.13.

Table 4.13: ANOVA Table for Dependent and Independent Variables

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	91.339	4	22.835	135.482	.000 ^b
	Residual	49.046	291	.169		
	Total	140.385	295			

a. Dependent Variable: Employee Retention

b. Predictors: (Constant), Servant Leadership, Laissez-Faire Leadership, Transformational Leadership, Transactional Leadership

From the ANOVA Table 4.13, the study found that p-value was .000 implying that a positive significant relationship existed between Employee Retention and the Independent variable (Transformational Leadership, Transactional Leadership, Laissez-Faire Leadership and Servant Leadership).

The study further generated a coefficient table from the dataset using SPSS and presented the results in Table 4.14.

Table 4.14: Coefficients table for Employee Retention against Independent Variables

Model	Coefficients ^a			t	Sig.	
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
	(Constant)	1.158	.120	9.629	.000	
1	Transformational Leadership	.188	.053	.232	3.536	.000
	Transactional Leadership	.223	.056	.274	3.983	.000
	Laissez-Faire Leadership	.088	.038	.107	2.298	.022
	Servant Leadership	.244	.049	.287	4.983	.000

a. Dependent Variable: Employee Retention

Table 4.14 shows that each of the independent variables (Transformational Leadership, Transactional Leadership, Laissez-Faire Leadership and Servant Leadership) was found to contribute positively and significantly for each unit increment in the dependent variable, Employee Retention. This implied that the model equation; $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$ became; $Y = 1.158 + 0.188X_1 + 0.223X_2 + 0.088X_3 + 0.244X_4$.

4.6.2 Hierarchical Multiple Linear Regression Analysis

The study carried out a hierarchical multiple linear regression analysis to find the intervening influence of Organizational Culture and Technology on the relationship between the independent variables (Transformational Leadership, Transactional Leadership, Laissez-Faire Leadership and Servant Leadership) and the dependent variable (Employee Retention). The study generated a model summary table using SPSS and presented the results in Table 4.15.

Table 4.15: Model Summary Table for Dependent and Independent Variables with the Intervening Variable

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.807 ^a	.651	.646	.41054	.651	135.482	4	291	.000
2	.811 ^b	.657	.651	.40732	.007	5.626	1	290	.018

a. Predictors: (Constant), Servant Leadership, Laissez-Faire Leadership, Transformational Leadership, Transactional Leadership
b. Predictors: (Constant), Servant Leadership, Laissez-Faire Leadership, Transformational Leadership, Transactional Leadership, Organizational Culture and Technology

Table 4.15 shows that Organizational Culture and Technology had an intervening influence on the relationship between the Leadership Styles (Transformational Leadership, Transactional Leadership, Laissez-Faire Leadership and Servant Leadership) and Employee Retention, as R-Square improved from .651 to .657 a 0.007 R-Square Change meaning that Organizational Culture and Technology positively improved the relationship between Leadership Styles and Employee Retention by 0.7%.

The study further sought to find whether the intervening influence of Organizational Culture and Technology on relationship between Leadership Styles and Employee Retention was significant and presented the results in Table 4.16.

Table 4.16: ANOVA Table for Dependent and Independent Variables with the Intervening Variable

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	91.339	4	22.835	135.482	.000 ^b
	Residual	49.046	291	.169		
	Total	140.385	295			
2	Regression	92.272	5	18.454	111.234	.000 ^c
	Residual	48.113	290	.166		

Total 140.385 295

- a. Dependent Variable: Employee Retention
 b. Predictors: (Constant), Servant Leadership, Laissez-Faire Leadership, Transformational Leadership, Transactional Leadership
 c. Predictors: (Constant), Servant Leadership, Laissez-Faire Leadership, Transformational Leadership, Transactional Leadership, Organizational Culture and Technology

From the ANOVA Table 4.16, the study found that p-value for both models was .000 implying that there was a statistically significant intervening influence of Organizational Culture and Technology on the relationship between Leadership Styles and Employee Retention.

The study further generated a coefficient table from the dataset using SPSS to find out if the coefficient of Organizational Culture and Technology was significantly different from zero which then would be considered to have a statistically significant intervening influence in the relationship between Leadership Styles and Employee Retention. The results were presented in Table 4.17.

Table 4.17: Coefficients table for Employee Retention against Independent Variables with the Intervening Variable

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.158	.120		9.629	.000
	Transformational Leadership	.188	.053	.232	3.536	.000
	Transactional Leadership	.223	.056	.274	3.983	.000
	Laissez-Faire Leadership	.088	.038	.107	2.298	.022
	Servant Leadership	.244	.049	.287	4.983	.000
2	(Constant)	1.055	.127		8.313	.000
	Transformational Leadership	.127	.059	.157	2.165	.031
	Transactional Leadership	.245	.056	.302	4.357	.000
	Laissez-Faire Leadership	.052	.041	.062	1.256	.210
	Servant Leadership	.242	.049	.284	4.984	.000

Organizational Culture and Technology	.111	.047	.120	2.372	.018
a. Dependent Variable: Employee Retention					

Table 4.17 shows that in Model 2, the coefficient for the Intervening Variable (Organizational Culture and Technology) was significantly different from zero and therefore, Organizational Culture and Technology was considered to have a statistically significant moderating influence on the relationship between Leadership Styles and Employee Retention. However, in Model 2 Laissez-Faire Leadership Style was not statistically significant. This implied that the model equation; $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \varepsilon$ became; $Y = 1.055 + 0.127X_1 + 0.245X_2 + 0.242X_4 + 0.111X_5$.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The aim of the study was to determine the effect of leadership styles on employee retention using a case of Moi Teaching and Referral Hospital in Uasin Gishu County, Kenya. This chapter presents summary of the study findings, conclusions and recommendations based on the objectives of the study. The study after going to the field to collect data, a total of 296 out of the 361 sampled respondents duly filled and returned the study questionnaire. This translated to a response rate of 81.99% which gave the study high degree of representativeness that could be relied upon confidently to generalize the respondents' views.

5.2 Summary of the Findings

5.2.1 Transformational Leadership Style and Employee Retention

In the first objective, the study sought to determine the effect of transformational leadership style on employee retention of Moi Teaching and Referral Hospital in Uasin Gishu County Kenya. The study generated the descriptive statistics for transformational leadership style, and the results revealed that a majority agreed that the hospital's top executives mentor and support other leaders to help them build on their strengths and become better leaders, that the hospital's administrators gather various viewpoints and ideas in order to solve issues, the leaders consider the ethical and moral ramifications of their choices carefully, MTRH administrators discuss the hospital's promising and prosperous future, and that the administrators of the hospital do review comments and plans, and they do consider whether or not they are appropriate for the needs of the staff. Correlation Analysis was done so as to establish the kind of relationship that existed between the Transformational Leadership Style and Employee Retention. From the results, Transformational Leadership Style had a strong positive significant correlation with the dependent variable,

Employee Retention. The regression analysis revealed that Transformational Leadership Style contributed significantly for every unit increase in the dependent variable, Employee Retention.

5.2.2 Influence of Transactional Leadership Style on Employee Retention

In the second objective, the study sought to examine the effect of transactional leadership style on employee retention using a case of Moi Teaching and Referral Hospital in Uasin Gishu County Kenya. The study generated descriptive statistics from which a majority of the respondents agreed that the leaders track errors made by others and keep an eye on performance, that the leaders go into detail about who is in charge of meeting performance goals, when work is finished, the leaders are clear about what should be expected in terms of payment or benefits, and that project managers keep an eye on things and step in when things don't go according to plan. However, a majority of the respondents disagreed that leaders typically don't pay attention to others until something goes wrong, at which point they may offer unfavorable criticism or remarks. From the correlation analysis the study sought to establish the kind of relationship that existed between the dependent variable, Employee Retention and Transactional Leadership Style and found out that Transactional Leadership Style had a strong positive significant correlation with the dependent variable, Employee Retention. Using regression analysis, the study found that Transactional Leadership Style contributed significantly for every unit increase in the dependent variable, Employee Retention.

5.2.3 Effect of Laissez-Faire Leadership Style on Employee Retention

In the third objective, the study sought to analyze the effect of laissez-faire on employee retention using a case of Moi Teaching and Referral Hospital in Uasin Gishu County Kenya. Through the descriptive statistics, study established that a majority of the respondents disagreed that with the statement that leaders do not communicate their opinions or their plans to their subordinates, the

hospital administrators only provide feedback in response to subpar performance, that the leaders put off addressing pressing concerns or problems, when it matters most, the leaders are not present, that when individuals perform well, the leaders fail to acknowledge it, leaders don't offer direction, oversight, or mentorship, and also with the statement that when significant issues in the hospital come up, the leaders stay out of the way. Correlation results further revealed that Laissez-Faire Leadership Style had a strong positive significant correlation with the dependent variable, Employee Retention. From the regression analysis coefficient table, Laissez-Faire Leadership Style contributed significantly for every unit variability in the dependent variable, Employee Retention.

5.2.4 The Effect of Servant Leadership Style on Employee Retention

For the fourth objective, the study sought to assess the effect of servant leadership style on employee retention using a case of Moi Teaching and Referral Hospital in Uasin Gishu County Kenya. The generated descriptive statistics for Servant Leadership Style showed that, a majority of the respondents agreed that leaders put others' needs ahead of their own and prioritize the needs of their team members, that leaders are aware of what is going on the ground and are skilled at foreseeing the effects of their choices and resolving challenging issues, that by offering the required assistance, the leaders show that they genuinely care about the professional development of both staff members and other leaders, the ability to properly contextualize the accomplishments and talents of employees is possessed by leaders, MTRH leaders are willing to accept accountability and choose service over power and self-interest, MTRH leaders consistently display humility, integrity, accountability, security and vulnerability, the leaders are skilled at providing emotional support and personal assistance to others, such as to grieving, ill, or bereaved employees, and that in many ways (such as intellectually, emotionally, socially, and spiritually),

the leaders help others become servant leaders in their own right. Correlation Analysis showed that the Servant Leadership Style had a strong positive significant correlation with the dependent variable, Employee Retention. The regression analysis indicated that Servant Leadership Style contributed significantly for each unit variability in the dependent variable, Employee Retention.

5.2.5 The Effect of Organizational Culture and Technology on Employee Retention

From the descriptive statistics, a majority agreed that new ideas and innovative approaches are actively encouraged at MTRH, that the organization actively invests in new and relevant technologies, and that the leadership at MTRH clearly articulates a vision for the future. However, respondents also disagreed that technology is seen as a tool to improve efficiency and productivity in their work, whereas some remained neutral that technology facilitates better communication and collaboration among employees, and that employees feel empowered to make decisions and take initiative. The findings further show that Organizational Culture and Technology had a strong, positive and statistically significant correlation with the dependent variable (Employee Retention) at Pearson's Correlation Coefficient of 0.574 (Table 4.11). Further, regression analysis showed that Organizational Culture and Technology had a strong, positive and statistically significant intervening impact on the relationship between Leadership Styles and Employee Retention (Table 4.14).

5.3 Conclusions of the Study

In the first objective, the study sought to determine the effect of transformational leadership style on employee retention of Moi Teaching and Referral Hospital in Uasin Gishu County Kenya. The correlation findings showed that transformational leadership style had a strong positive significant correlation with the dependent variable, Employee Retention (Table 4.11). The regression analysis also revealed there was a positive significant relationship between Transformational Leadership

Style and Employee Retention (Table 4.14). Therefore, the study concluded that transformational leadership style positively affects employee retention. In a similar study, Purwanto (2021) concluded that under transformational style leadership, higher moral and motivational standards are pushed between leaders and followers and that transformation leadership style develops followers' dedication to the organization's goals and adjusts the organization's culture to align with its strategy. Howell (2020) also concluded that transformation leadership style goals are to inspire followers to follow and share the leader's vision and to inspire them to put aside their own interests in exchanging effort and compliance for benefits.

In the second objective, the study sought to examine the effect of transactional leadership style on employee retention using a case of Moi Teaching and Referral Hospital in Uasin Gishu County Kenya. The study correlation results indicated that Transactional Leadership Style had a strong positive significant correlation with the dependent variable, Employee Retention (Table 4.11). Also, regression analysis found a positive significant relationship between Transactional Leadership Style and Employee Retention (Table 4.14). From these findings therefore, the study concluded that Transactional Leadership Style positively affects Employee Retention. A similar study by Raveendran (2021) concluded that transactional leadership style is based on the notion that followers are motivated by an extrinsic, mainly economic, system of rewards and penalties that prioritize order and structure and solely concentrates on the communication between leaders and followers, with a particular emphasis on the advantages that each party will experience upon reaching the objective.

In the third objective, the study sought to analyze the effect of laissez-faire leadership style on employee retention using a case of Moi Teaching and Referral Hospital in Uasin Gishu County Kenya. Through the correlation results, laissez-faire leadership style had a strong positive

significant correlation with the dependent variable, Employee Retention (Table 4.11). The regression findings showed a positive significant relationship between laissez-faire leadership style and Employee Retention (Table 4.14). Therefore, the study concluded that laissez-faire leadership style had a positive significant influence on employee retention. According to a similar study by Ismail and Yasin (2020), only in settings with highly skilled and independent followers can laissez-faire leaders succeed.

For the fourth objective, the study sought to assess the effect of servant leadership style on employee retention using a case of Moi Teaching and Referral Hospital in Uasin Gishu County Kenya. The generated correlation results showed a strong positive significant relationship of servant leadership style with the dependent variable, employee retention (Table 4.14). The regression findings also showed a positive significant relationship between servant leadership style and employee retention (Table 4.14). This results therefore guided the study to conclude that servant leadership style had a positive significant effect on employee retention. Similar studies by Mayer, von Niekerk and Fouché (2023) as well as Khoarane (2023) concluded that servant leaders' dedication to each individual and a commitment to servants' professional and personal development are hallmarks of an organization's commitment to people's growth.

5.4 Recommendations of the Study

The study findings unequivocally demonstrate a strong positive and significant influence of various independent variables; Transformational Leadership, Transactional Leadership, Laissez-Faire Leadership, and Servant Leadership, on the dependent variable, Employee Retention. These leadership styles collectively explain 65.1% of the total variability in employee retention. Given these substantial findings, organizations are strongly advised to critically evaluate and strategically apply leadership styles to optimize employee retention. The recommendations derived from this

study are categorized by their primary focus on policy, managerial actions, practical implementation, and theoretical considerations.

5.4.1 Policy Recommendations

To effectively leverage the significant impact of various leadership styles on employee retention, organizations should integrate these crucial insights into their overarching policies. This involves developing and implementing a comprehensive organizational policy for mandatory leadership development programs. Such a policy should explicitly incorporate the principles of Transformational, Transactional, and Servant Leadership, ensuring that regular training, mentorship opportunities, and ongoing assessment of leadership competencies are provided across all managerial levels.

Furthermore, it is recommended to revise existing performance appraisal policies to include specific metrics related to leadership style and its demonstrated impact on team retention rates. This integration will foster accountability and provide recognition to leaders who are successful in cultivating a positive environment conducive to higher employee retention. Lastly, organizations should establish clear policy guidelines for their recruitment and promotion processes, prioritizing candidates who exhibit attributes consistent with the effective leadership styles identified in this study. This includes qualities such as inspirational motivation, intellectual stimulation, and individualized consideration characteristic of transformational leadership; the ability for clear goal-setting for transactional leadership; and empathy and a commitment to employee growth associated with servant leadership.

5.4.2 Managerial Recommendations

Managers hold a pivotal role in translating these insights into actionable strategies, thereby directly influencing employee retention through their leadership behaviors. It is essential for managers to be keenly aware of their dominant leadership style and its potential ramifications on employee retention. They are encouraged to consciously adapt and skillfully blend elements from Transformational leadership, such as inspiring a shared vision and fostering innovation, with aspects of Transactional leadership, including clear goal setting and performance-based rewards, and Servant leadership, emphasizing the prioritization of employee growth and well-being. This adaptive approach should be tailored appropriately to different team dynamics and situational contexts.

Additionally, managers should commit to implementing consistent one-on-one sessions with their team members. These sessions are vital for understanding employee needs, career aspirations, and any potential risks that could lead to attrition. The insights gained from this feedback should then guide managers in tailoring their leadership approach and providing targeted support or development opportunities.

Finally, leaders across all organizational levels should actively role model desired organizational values and empower their employees. This can be achieved by thoughtfully delegating responsibilities, fostering a sense of autonomy, and creating ample opportunities for skill development, all of which enhance employees' feelings of being valued and increase their commitment to the organization.

5.4.3 Practical Recommendations

Focusing on concrete and actionable steps, these recommendations aim to integrate effective leadership practices into the daily operations of the organization. A key practical recommendation is to develop and deploy specialized training modules specifically designed for managers. These modules should emphasize the practical application of each identified leadership style. For Transformational leadership, workshops could cover vision casting, inspirational communication techniques, and methods for fostering creativity. For Transactional leadership, training should focus on effective goal setting using SMART objectives, robust performance monitoring, and providing constructive feedback. Servant leadership sessions should concentrate on active listening skills, developing empathy, ethical decision-making, and prioritizing employee development.

Furthermore, training should include Laissez-Faire Awareness, helping leaders recognize situations where a purely hands-off approach might be detrimental and when a more engaged presence is necessary. Another crucial step is to regularly implement “anonymous 360-degree” leadership assessments for all leaders. These assessments allow subordinates, peers, and supervisors to provide comprehensive feedback on leadership behaviors, with the resulting data being instrumental in creating personalized development plans for each leader.

Finally, establishing formal mentorship programs is highly recommended. In these programs, experienced leaders who have demonstrated high employee retention rates can mentor emerging leaders, facilitating the sharing of best practices and cultivating an organizational culture that prioritizes and values effective leadership.

5.4.4 Theoretical Recommendations

The significant findings of this study provide fertile ground for further theoretical exploration and the refinement of existing models within the field of leadership and organizational behavior. While this study identified a positive influence of Laissez-Faire leadership, future research should delve more deeply into the specific contexts, such as highly autonomous teams or creative industries, where this leadership style might be optimally applied without negatively impacting retention. This deeper investigation could lead to the refinement of existing theoretical models of leadership effectiveness.

Moreover, future theoretical frameworks should proactively investigate the mediating variables through which these diverse leadership styles exert their influence on employee retention. This includes exploring factors such as job satisfaction, organizational commitment, psychological safety, and perceived organizational support, which would provide a more granular and comprehensive understanding of the underlying causal pathways.

Conducting longitudinal studies is also critical to observe how the impact of different leadership styles on employee retention evolves over time within dynamic organizational environments. Such studies would significantly contribute to a more robust theoretical understanding of the sustainability and long-term effects of leadership approaches on employee retention.

Lastly, there is a compelling need to explore the theoretical implications of blended leadership styles and their combined effect on retention, leading to the development of models that can explain the synergistic or even antagonistic interactions between various leadership approaches.

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APPENDICES

Appendix I: Letter of Introduction

Date: 25th August, 2024

Dear Sir/Madam,

RE: Academic Research Data Collection

I am a student at Mount Kenya University currently pursuing a Master's Degree in Business Administration (Human Resource Management Option). I am collecting data for my project titled **“THE INFLUENCE OF LEADERSHIP STYLES ON EMPLOYEE RETENTION IN MOI TEACHING AND REFERRAL HOSPITAL, UASIN GISHU COUNTY, KENYA”** and I am kindly requesting if you could spend thirty minutes answering this questionnaire completely, truthfully, and to the best of your knowledge. Any information you submit will only be used for academic research and will always be handled in complete confidence.

Kind regards.

Carolyne Achieng Juma

Tel.: 0725559814

Email: jumacarolyne@ymail.com

Appendix II: Informed Consent

I am **Carolynne Achieng Juma**, a master student at Mount Kenya University. I am conducting a study on **“THE INFLUENCE OF LEADERSHIP STYLES ON EMPLOYEE RETENTION IN MOI TEACHING AND REFERRAL HOSPITAL, UASIN GISHU COUNTY, KENYA”**

I kindly wish to inform you that the study is partial fulfillment of my master degree program. I recruit you to conveniently and freely participate in this study and am seeking your consent. Confidentiality will be maintained by using code numbers rather than names and information gathered will not be revealed to anybody. Participation in the study is voluntary. The project poses no any risks to the participants.

Before I involve you in this study, I kindly request you to sign the declaration below.

I have read the purpose and I hereby agree/disagree to participate in this study.

Respondent (coded)

Sign.....

Date.....

Principal investigator

Name:

Sign.....

In case of any complaints or further clarifications, kindly contact the;

Chairman,

Mount Kenya University,

Ethics Review Committee,

P.O Box 342-0100

Thika.

Appendix III: Questionnaire

Serial No. _____

This questionnaire is divided into five sections. Please take a few minutes of your time to complete it. The purpose of this questionnaire is to help collect data for a Master’s Thesis at Mount Kenya University. Respond by ticking the appropriate box in the blank spaces provided or writing on the spaces provided. Information collected will be treated with utmost confidentiality.

Department Name:

SECTION I: BASIC INFORMATION

Please answer the following questions by placing a tick [√] where necessary in the spaces provided:

1. What is your gender? Male [] Female []

2. In which age category do you belong?
18 - 25 [] 26 - 35 [] 36 – 45 []
46 - 55 [] 56 – 60 [] 60 and above []

3. What is your highest academic qualification?
Diploma [] Undergraduate [] Masters []
PhD []

4. What designation level are you in your organisation?
Top Management [] Middle Management []
Supervisory [] Subordinate []

5. How many years have you worked at MTRH?

SECTION II: TRANSFORMATIONAL LEADERSHIP STYLE

6. The table below indicates various statements on Transformational Leadership Style. You are required to express your level of agreement by ticking [√] in appropriate columns named;

SD = Strongly Disagree (1), D = Disagree (2), N = Neutral (3),

A = Agree (4), SA = Strongly Agree (5)

	SD (1)	D (2)	N (3)	A (4)	SA (5)
The hospital's top executives mentor and support other leaders to help them build on their strengths and become better leaders.					
The hospital's administrators gather various viewpoints and ideas in order to solve issues.					
The leaders consider the ethical and moral ramifications of their choices carefully.					
MTRH administrators discuss the hospital's promising and prosperous future.					
The administrators of the hospital do review comments and plans, and they do consider whether or not they are appropriate for the needs of the staff.					
The leaders at MTRH put the hospital's interests ahead of their own.					
Junior staff members at Moi Teaching and Referral Hospital now have a greater sense of trust and confidence in the superiors.					
Leaders take into account each person's needs, capabilities, and goals; they do not view people as merely members of a group.					

SECTION III: TRANSACTIONAL LEADERSHIP STYLE

7. The table below indicates various statements on Transactional Leadership Style. You are required to express your level of agreement by ticking [√] in appropriate columns named;

SD = Strongly Disagree (1), D = Disagree (2), N = Neutral (3),

A = Agree (4),

SA = Strongly Agree (5)

	SD (1)	D (2)	N (3)	A (4)	SA (5)
The leaders track errors made by others and keep an eye on performance.					
The administrators of the hospital give help in return for favors.					
The administrators of the hospital show their happiness when others succeed.					
The leaders go into detail about who is in charge of meeting performance goals.					
When work is finished, the leaders are clear about what should be expected in terms of payment or benefits.					
Project managers keep an eye on things and step in when things don't go according to plan.					
Leaders typically don't pay attention to others until something goes wrong, at which point they may offer unfavorable criticism or remarks.					

SECTION IV: LAISSEZ-FAIRE LEADERSHIP STYLE

8. The table below indicates various statements on Laissez-Faire Leadership Style. You are required to express your level of agreement by ticking [√] in appropriate columns named;

SD = Strongly Disagree (1), D = Disagree (2), N = Neutral (3),

A = Agree (4), SA = Strongly Agree (5)

	SD (1)	D (2)	N (3)	A (4)	SA (5)
Leaders do not communicate their opinions or their plans to their subordinates.					
Hospital administrators only provide feedback in response to subpar performance.					
The leaders put off addressing pressing concerns or problems.					
When it matters most, the leaders are not present.					
When individuals perform well, the leaders fail to acknowledge it.					
Leaders don't offer direction, oversight, or mentorship.					
When significant issues in the hospital come up, the leaders stay out of the way.					

SECTION V: SERVANT LEADERSHIP STYLE

9. The table below indicates various statements on Servant Leadership Style. You are required to express your level of agreement by ticking [√] in appropriate columns named;

SD = Strongly Disagree (1), D = Disagree (2), N = Neutral (3),

A = Agree (4), SA = Strongly Agree (5)

	SD (1)	D (2)	N (3)	A (4)	SA (5)
Leaders put others' needs ahead of their own and prioritize the needs of their team members.					
The leaders are aware of what is going on the ground and are skilled at foreseeing the effects of their choices and resolving challenging issues.					
By offering the required assistance, the leaders show that they genuinely care about the professional development of both staff members and other leaders.					
The ability to properly contextualize the accomplishments and talents of employees is possessed by leaders.					
MTRH leaders are willing to accept accountability and choose service over power and self-interest.					
MTRH leaders consistently display humility, integrity, accountability, security and vulnerability					
The leaders are skilled at providing emotional support and personal assistance to others, such as to grieving, ill, or bereaved employees.					
In many ways (such as intellectually, emotionally, socially, and spiritually), the leaders help others become servant leaders in their own right.					

SECTION VI: EMPLOYEE RETENTION

10. The table below indicates various statements on Employee Retention. You are required to express your level of agreement by ticking [√] in appropriate columns named;

SD = Strongly Disagree (1), D = Disagree (2), N = Neutral (3),

A = Agree (4), SA = Strongly Agree (5)

	SD (1)	D (2)	N (3)	A (4)	SA (5)
Majority of the employees feel comfortable and motivated to work at MTRH					
Majority of the employees love and enjoy working at MTRH					
Employees feel appreciated for the work they do at MTRH					
Employees feel that they have opportunities to grow at MTRH					
Very few employees have left MTRH in the last one year					
I would recommend MTRH to friends or peers as a great place to work.					
If I were offered the same job at another organization, I would likely stay at MTRH.					

SECTION VI: ORGANIZATIONAL CULTURE AND TECHNOLOGY

11. The table below indicates various statements on Organizational Culture and Technology. You are required to express your level of agreement by ticking [√] in appropriate columns named;

SD = Strongly Disagree (1), D = Disagree (2), N = Neutral (3),

A = Agree (4), SA = Strongly Agree (5)

	SD (1)	D (2)	N (3)	A (4)	SA (5)
There is a strong sense of teamwork and collaboration within this organization					
New ideas and innovative approaches are actively encouraged here					
The organization actively invests in new and relevant technologies					
The leadership in this organization clearly articulates a vision for the future					
Employees are provided with adequate training and support to use new technologies effectively					
Mistakes are generally seen as opportunities for learning rather than reasons for blame					
Technology is seen as a tool to improve efficiency and productivity in our work					
Technology facilitates better communication and collaboration among employees					
Employees feel empowered to make decisions and take initiative					

THANKS FOR TAKING TIME TO FILL THIS QUESTIONNAIRE

Appendix IV: Ethical Clearance Certificate



REF: MKU/ISERC/4822
TO: CAROLYNE ACHIENG JUMA

Date: 06 March 2025

REG: MBA/2023/54403

Dear Sir/Madam,

RE: THE ROLE OF LEADERSHIP STYLES ON EMPLOYEE RETENTION IN MOI TEACHING AND REFERRAL HOSPITAL, UASIN GISHU COUNTY, KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3544**. The approval period is **06/03/2025 - 05/03/2026**.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**


Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC



Appendix V: Research Permit from NACOSTI

 <p>REPUBLIC OF KENYA</p>	 <p>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p>
Ref No: 216442	Date of Issue: 20/March/2025
RESEARCH LICENSE	
	
<p>This is to Certify that Ms. Carolyn Achieng Juma of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Uasin-Gishu on the topic: THE ROLE OF LEADERSHIP STYLES ON EMPLOYEE RETENTION IN MOI TEACHING AND REFERRAL HOSPITAL, UASIN GISHU COUNTY, KENYA for the period ending : 20/March/2026.</p>	
License No: NACOSTI/P/25/417070	
216442	
Applicant Identification Number	Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
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See overleaf for conditions	

Appendix VI: University Letter of Introduction/Authorization



DIRECTORATE OF GRADUATE STUDIES

MBA/2023/54403

10th March, 2025

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/Madam,

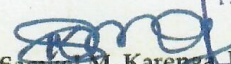
RE: CAROLYNE ACHIENG JUMA - REGISTRATION NO. MBA/2023/54403

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**.

The title of the research is "**The Role of Leadership Styles on Employee Retention in Moi Teaching and Referral Hospital Uasin Gishu County, Kenya.**" It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **March, 2025 and May, 2025**.

Any assistance accorded to the student will be highly appreciated.

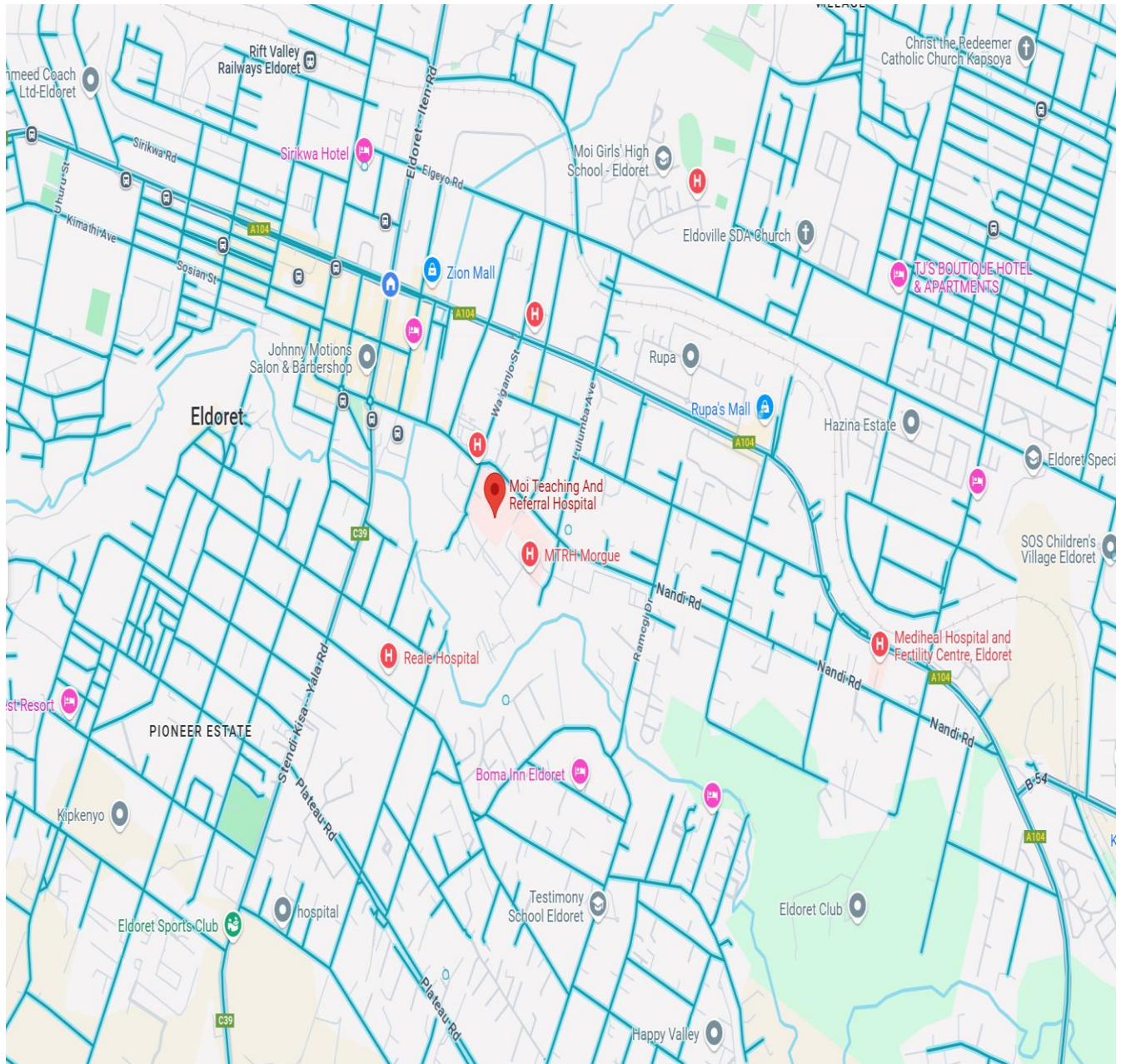
Thank you.


Dr. Samuel M. Karenga, PhD
Director, Graduate Studies
Enc.

Mount Kenya University
P. O. Box 342 - 01000, THIKA
Office of the Director,
Graduate Studies

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Tel: +254 20 287 8000, Cell: +254 709 153 000

Appendix VII: Map



Appendix VIII: Plagiarism Report

INFLUENCE OF LEADERSHIP STYLES AND EMPLOYEE RETENTION IN MOI TEACHING AND REFERRAL HOSPITAL, UASIN GISHU COUNTY, KENYA

by Carolyn ACHIENG JUMA

Submission date: 02-Jul-2025 11:21AM (UTC+0300)

Submission ID: 2512620250

File name: CAROLYNE_ACHIENG_JUMA_1.docx (3.78M)

Word count: 23945

Character count: 140035

INFLUENCE OF LEADERSHIP STYLES AND EMPLOYEE RETENTION IN MOI TEACHING AND REFERRAL HOSPITAL, UASIN GISHU COUNTY, KENYA

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