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The relationship between leadership style within an organisation and employee turnover within the South African banking industry

Thusago, Kegaugetswe

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University of the Witwatersrand, Johannesburg

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The relationship between leadership style within an organisation and employee turnover within the South African banking industry.

Kegaugetswe Thusago

2005231

Kega.thusago@gmail.co.za, 0799820667

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Business**

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ABSTRACT

Research topic title: The relationship between leadership style within an organisation and employee turnover within the South African banking industry.

The research study was performed to determine what the relationship is between the authoritative and servant leadership style and employee turnover and what other factors influence employee turnover within organisations. Similar studies have been conducted on the topic which focused on the relationship between transactional, transformational and Laissez-faire leadership style and their connection to employee turnover, however minimal studies have been conducted to understand the relationship between the authoritative and servant leadership style and employee turnover. Furthermore, most studies were performed prior to the COVID-19 pandemic and the introduction of the 4th industrial revolution which brought considerable amount of change to the way of work and the type of leadership styles employee would prefer. A qualitative research approach was selected, and a semi structured interview was used to collect data from participants. A thematic analysis approach was used to analyse the data. The Herzberg theory of motivation was selected to provide structure in the formulation of ideas about the topic and guidance on the study.

Research findings suggest that there is a positive relationship between the authoritative leadership style and employee turnover as the leadership style results in low employee morale and counterproductive behaviour such as stress and frustration within employees whereas there is a negative relationship between the servant leadership style and employee turnover as the leadership style tends to have a positive impact on employees, encourages

inclusion in decision making and the growth and development of the employee. The findings further revealed that factors such as employee recognition and remuneration and a toxic work environment are other factors that would result in employee turnover within an organisation.

Key words: employee, turnover, leadership styles, authoritative leadership style, servant leadership style, organisation, rewards, recognition, employee morale, motivation, loyalty and retention.

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LIST OF ACRONYMS

COVID -19 – Corona virus for disease and 19 for the year of outbreak (jersey, 2020)

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Isaiah 60:22 - "When the time is right, I, the Lord, will make it happen.

Chapter 1 Introduction

This qualitative research study is aimed at understating the relationship between the different leadership styles present within an organisation and their impact on employee turnover within the banking industry in South Africa. The authoritative and servant leadership styles were selected for the study. Both leadership style's linkage and impact to employee turnover was examined together with what other factors influence employee turnover within organisations

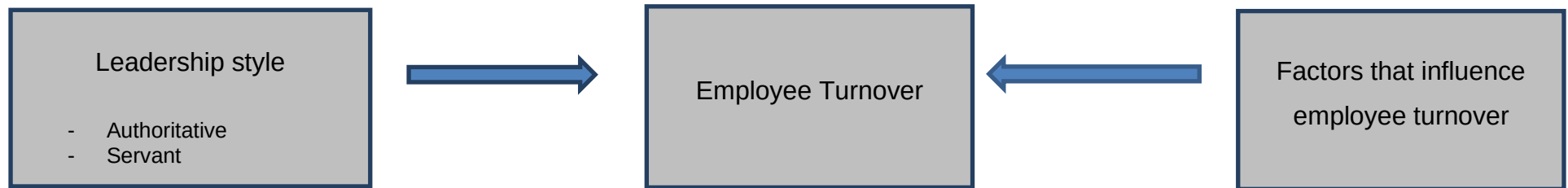


Figure 1.1: Conceptual Framework. Source (Author's own)

1.1 Background of the study

The South African banking industry has displayed remarkable progress in establishing a banking system that compares admirably with other countries. Furthermore, the banking industry is able to distinguish South Africa apart from other banking systems within other countries (Mboweni, 2004). According to Mboweni (2004), having a trustworthy and well controlled banking environment in a country is essential. Furthermore, South Africa has one of the best controlled and legislated banking environments that employs sound risk management and

governance process within the world (Treasury, 2023). For the industry to thrive as it is currently doing is mainly due to its work force which are the people who get the work done. Adequate leadership is essential in the effective functioning of an organisation and the minimising of employee turnover (Kaur, 2021). The research article is aimed at exploring the relationship between the type of leadership styles (authoritative and servant leadership style) employed within an organisation and their relationship to employee turnover. Despite the good sound control environment, the South African banking industry was chosen for the research as it is the largest banking industry in Africa with 5 of its largest banks forming part of the top 10 banks within the continent (Galal, 2023). Therefore, the study will assist in saving organisations within the banking industry money. It will assist the banking industry to better understand the employee turnover phenomenon and how to implement strategies in relation to their leadership styles in order to try and minimise employee turnover. A similar quantitative study was conducted in a bank in Kenya, and it was revealed that transformational leadership has a negative correlation to employee turnover and that transactional leadership has a positive correlation to employee turnover (Ntenga, 2018). A similar study will be performed focusing on the authoritative and servant leadership and its relationship to employee turnover within a specific bank which was useful in providing insights into the type of leadership style preferred by employees. The study performed will be qualitative which will enable in-depth understanding of the topic and the impact that the authoritative and servant leadership has on employees which is different to the studies previously performed.

1.2 Research problem

Many organisations hire employees with the objective of retaining them long enough to provide value to the organisation and to be able to accomplish business objectives (Herrity, 2023). Employee turnover has become an area of concern within many organisations particularly in the private sector. As stated by Lyengi (2014), employee turnover is significant within the private sector and this has resulted in a negative impact

on productivity and overall job morale however, the ultimate loss is the inability to retain employees who have essential company knowledge (Lyengi, 2014). Organisations are losing quite a substantial amount of money in trying to recruit employees on a frequent basis. Recruitment costs tend to increase together with the additional cost of training new employees (Lyengi, 2014). The more an organization decides to invest in recruiting new talent, the more other factors suffer such as the ability for the organization to perform optimally (Lyengi, 2014).

An organization may experience high employee turnover as a result of toxic leadership traits that lead to a toxic work environment (Jupudi, 2022). A similar view is shared by Schwantes (2022) who states that one of the main reasons employees leave an organisation is because of the leadership. Employees prefer authentic leaders in the workplace rather than just people who are “managers” and provide instructions to their staff. One of the biggest reasons employees leave an organization is because of the absence of authentic and effective leadership. A boss that is not good at playing their role is a contributing factor to high resignation levels within organisations (Chowdhury Abdullah Al Mamun, 2017).

In recent years, it is evident that employee turnover is high. A study was performed by Alkhawaja (2017) regarding leadership and employee turnover and findings revealed that leaders should treat employees better and that leaders should not be afraid to admit when they are wrong. A similar study was performed by Ntenga (2018) revealed the effects of transactional leadership on employee turnover within an organization and how employees responded positively to a transactional leader versus other types of leadership styles. It was further revealed that transformational leadership is the leadership style that is able to drive employees to remain within an organization (Geeta Ann Sulamuthu, Leadership Style and Employee Turnover Intention, 2018). A study by Sang Long (2012) revealed that employees leave for different reasons and that leadership styles such as transformational and transactional leadership have no impact on employee turnover within an organization.

From the studies conducted thus far, it is evident that a lot of emphasis is placed on understanding what transactional and transformational leadership style is in the workplace and what impact it has on employee turnover. It is also evident from the studies conducted that they were performed prior to the COVID-19 pandemic and a lot of changes and adaptations have since been made within the working environment in order to accommodate the “new and evolved” way of working. The research problem identified is that minimal studies have been conducted to understand the relationship between other leadership styles such as authoritative and servant leadership and their linkage to employee turnover within organisations that have technologically evolved and also make use of hybrid working arrangements. This is regarded as a problem as most of the research was conducted pre COVID-19 and a lot has improved and changed within the working environment including the leadership styles that were previously deemed appropriate and acceptable. Additionally, there is little knowledge on how the authoritative and servant leadership impacts employee turnover within an organisation in order to make better informed decisions with regards to their employee retention strategies and the type of people they should appoint into leadership positions.

1.3 Research questions

The study aims to answer the following research questions:

- i. Is there a linkage between leadership style and employee turnover?
- ii. What impact does leadership style have on employees?
- iii. Are there other factors that influence employee turnover?

1.4 Rationale

The researcher's interest in the topic was cultivated by the noticeable rate at which employees leave organisations. In the researcher's working experience and the organisations that they have been a part of, there was always an employer/employee who would be resigning every single month. The real reason why employees leave an organisation is because of the management that does not want to address the needs of the people not only as a professional but as an individual (Schwantes, 2022).

Importance of the study from a practical perspective is that the research will identify the root cause underlying employee turnover and its correlation to both the authoritative and servant leadership styles and assist organisations with providing the necessary leadership training to its management as employees are currently leaving organisations due to leadership styles that are not ideal. Furthermore, it will save organisations money and time in constantly recruiting as a result of unnecessary employee turnover (Christiansen, 2019).

Importance of the study from an academic perspective is that it will contribute to the body of knowledge on the topic especially since generation z is part of the work force who adapt a different perspective of working. Additionally, the way in which organisations are operating is required to change in order to remain relevant (Diaz, 2022). Most organisations have adopted a hybrid working arrangement and technology seems to have taken a front row seat, therefore this also requires an evolution in leadership (Diaz, 2022).

Importance of the study, theoretical view: The Hertzberg theory of motivation was selected for the research study as employee motivation is one of the factors that have a significant impact on employee turnover. Hertzberg theory of motivation is classified into two dimensions which are Hygiene issues (dissatisfiers) and Motivators (satisfiers) (Yusoff, 2013). Therefore, Hertzberg theory of motivation will assist in identifying the

preferred leadership style and also assist in providing guidance for identifying both hygiene and motivators that also contribute to employee turnover (Yusoff, 2013).

1.5 Delimitations of the study

The research article is aimed at understanding the connection between the different types of leadership styles (authoritative and servant) and what impact they have on an organisation's employee turnover levels.

The following delimitations were noted: The research will focus on employees within a particular bank in South Africa. The research participants are professionals with qualifications within the commerce sector. There are various leadership styles that can be adopted; therefore, this research focuses on the following leadership styles: authoritative and servant leadership.

1.6 Definition of terms

The key words are servant leadership, authoritative leadership, and employee turnover.

Servant leadership style: Servant leadership is a leadership style that allows the leader to be a servant who puts the needs of their followers first. The leader takes the responsibility of understanding the needs of their staff and invests time in developing the staff and empowering them.

Authoritative leadership style: Authoritative leadership is a leadership style that demands full control and dominance over their stuff (Zhen Wang, 2019). A similar study performed define authoritative leadership as a leader who is classified as a controller. The leadership style does

not take an effort to motivate or inspire its staff but assumes that motivation and inspiration are not required to complete tasks (Kujtim Zylfijaj, 2014)

Employee turnover: Employee turnover is described as the proportion at which an organisation hires and losses its employees (Manning, 2009).Employee turnover can also be described as when a resource leaves an organisation with valuable knowledge and skills (Kysilka, 2013)

1.7 Assumptions

The first assumption noted in relation to study is that there is a relationship between the leadership styles selected and employee turnover. The second assumption is that leadership style has an effect on employee turnover. The third assumption is that there are factors besides the leadership style that may cause employee turnover within an organisation. Fourth assumption is that leadership style is something that can be adapted by someone.

1.8 Chapter Outline

The report has six chapters. Chapter 1 provides an introduction and high-level overview of the research to be embarked on together with the research problem identified and rationale behind it. Chapter 2 provides a literature review which includes the discussion of concepts that are related to the study, the revelations of previous related studies together with the research gap, and the analytical framework to be adopted. Chapter 3 discusses the research methodology in terms of research strategy, research design, as well as research limitations. Chapter 4 and

Chapter 5 is the presentation and discussion of the research findings, respectively, while Chapter 6 consists of a summary, recommendations, and conclusion of the research.

1.9 Summary

This chapter outlines the purpose of the study which is to provide an understanding of the relationship between the authoritative and servant leadership style and employee turnover and other factors that may contribute to employee turnover within the banking industry. It further highlights the research problem, which is that most studies conducted in relation to the relationship between the leadership styles and employee turnover were performed prior to the COVID-19 pandemic and post COVID-19, minimal studies have been conducted on the topic. The chapter also provides background into the South African banking industry and how the study will assist in improving the employee turnover rate and saving organisations recruitment and training costs.

CHAPTER 2: LITERATURE REVIEW AND THEORETICAL FRAMEWORK:

2.1 Introduction

This chapter focuses on conducting a literature review on the relationship between leadership styles and employee turnover. The first part of the literature review focuses on concepts associated with the authoritative and servant leadership style and employee turnover and other factors that may contribute to employee turnover with an organisation. This is broken down into subcomponents according to the research questions that

were formulated in chapter 1. The second part involves looking at empirical review of previous studies performed on the topic in order to identify the research gap. The third part of the chapter involves the theoretical review of models/theories relevant to the study and the formulation of the conceptual framework.

2.2 Is there a linkage between leadership styles and employee turnover?

2.2.1 Leadership

Throughout history, leadership has been a concept that has been vigorously explored and investigated with the purpose of understanding its true meaning. Many say leaders are born however literature has shown over the years that there is more to leadership than just being a birth right. From the various literature reviews consulted, it is evident that leadership can be defined as the ability to influence subordinates to share in the same vision as the leader (Adugna, 2021). A different perspective is shared by Puni (2016) who defines leadership as the ability to shape an organisation's process and strategies in order to achieve a particular objective. A unique view is shared by Ng'ethe (2012) who states that leadership is the human element that keeps a group or team of people together and provides direction to achieving the common goals of an organisation. Favour (2016) describes leadership as the ability to convince people to behave differently. From the above shared definitions of leadership, it is evident that leadership is the ability to convince a group of individuals to share in a common vision in order to achieve organisational goals.

Leadership is a critical component of any organisation. It assists in maintaining a competitive advantage and ensuring that the organisation is able to retain the valuable employees that it needs. A different perspective is shared by Yusof (2013) who states that effective leadership is

essential for an organisation to perform optimally and achieve its set objectives. A similar view is shared by Wakabi (2013) who states that effective leadership style allows an organisation to retain valuable staff that will take the organisation to the next level. A similar view is shared by Favour (2016) who states the leadership is essential in an organisation as it will not only assist with employee retention, but it will assist in ensuring that the organisation is relevant during changing business times. The authoritative leadership style was selected for the study as it focusses more on a more traditional and ancient form of leadership that thrives in a structured environment such as the banking sector versus a more modern leadership style which is the servant leadership style. Furthermore, considering how the working environment is constantly changing, it is anticipated that adaptations need to be made including leadership styles. The two leaderships styles are relative opposites of each other therefore the study was also performed to understand which style is best suited for the current way of working.

2.2.2 Authoritative leadership style

Stobierski (2019) describes authoritative leadership style as leaders with a vision and leaders who are able to motivate followers. For an authoritative leader to be effective they must possess emotional intelligence as the authoritative leader is able to apply themselves to each scenario (Stobierski, 2019). Authoritative leadership style is particularly effective in times when an organisation is undergoing a crisis and sound direction is required (Stobierski, 2019). A unique perspective is shared by Economic times (2023) who define authoritative leadership as a leader who makes decision with little input from other people. Authoritative leaders lead by exerting control over their followers. A similar view is shared by Elia Pizzolitto (2022) who states that the authoritative style portrays absolute control over employees. They make use of hierarchal structures within an organisation to promote their leadership style. From the definitions provided, it is clear that authoritative leadership can be defined as a leadership style that is primarily driven by the ability to exert control on people and make decisions without consultation.

2.2.3 *Employee turnover*

As defined by Angeline S (2014) employee turnover is the intention of an employee to leave their job. A distinct view is shared by Sajid Masood (2020) who states the employee turnover can be classified as voluntarily and involuntary turnover. Voluntarily is planned turnover and is the highest type of employee turnover. Involuntary is unplanned as it is usually due to factors beyond the employee's control. Geeta Ann Sulamuthu (2018) states that employee turnover is when an employee decides to leave the organisation permanently due to various reasons. Choi Sang Long (2012) defines employee turnover as the probability that an employee might leave an organisation. From the literature reviewed , it can be summarised that employee turnover is when an individual decides to leave an organisation whether according to their own accord or as a result of circumstances beyond their control.

2.2.4 *Authoritative leadership style and employee turnover*

Puni (2016) in a study to understand different leadership styles and employee turnover together with counterproductive employee behaviours discovered that authoritative leadership style increases employee turnover within an organisation and encourages counterproductive work behaviour(Dr Albert Puni, 2016). This is similar to findings revealed in the research article by Adugna (2021) who states that authoritative and autocratic leadership are the same and both have a significant statistical relationship to employee turnover. A similar outcome was derived by Chumpong (2022) who states that authoritative leadership was positively identified as having a linkage to employee turnover. A contrasting view is provided by Elia Pizzolitto (2022) who state that authoritative leadership can result in a happier work force in organisations where the workforce are small and traditional styles of operating are the norm. From the literature reviewed, it is evident that depending on the working

environment, authoritative leadership style may result in employee retention in traditional types of work environments but however may also result in high employee turnover in working environments where flexibility and autonomy are required.

2.2.5 *Servant leadership*

The term “servant leadership” was discovered in the 70s by Robert K Greenleaf (Tait, 2022). It is defined as the ability to serve others. Servant leadership focuses on providing a service to employees (Tait, 2022). A like definition is provided by CFI team (2022) who state servant leadership is concerned with serving its followers ahead of their personal needs. Servant leadership is characterised as being selfless. Van (2021) describes servant leadership as the ability to gain outcomes by providing followers with what they need to be effective. Servant leadership can be classified as selfless leadership style that aims to provide for the needs of others.

2.2.6 *Servant leadership style and employee turnover*

Servant leadership style cultivates feelings of motivation within employees and as a result, servant leadership decreases employee turnover (Team, 2022). A study was performed by Kandampully (2016) in the hospitality industry, and it was discovered that servant leadership increased organisational commitment from an employee’s perspective which in turn reduced employee turnover. A similar view was shared by Sokoll (2014) who states that servant leadership is a relational approach to leadership which results in reduced employee turnover. Majority of employees want their needs to be taken care of. Employees want self-acknowledgement which is what the servant leadership style thrives on. This in return results in a negative correlation between the leadership style and employee turnover.

2.3 What impact does leadership style have on employees?

2.3.1 Impact of authoritative leadership on employee

According to Stobierski (2019) authoritative leadership style can be perceived as overbearing for some employees who prefer a non-micromanaging leadership style especially for young leaders who are responsible for leading employees who are elderly. Authoritative leadership is mostly exerted in organisations where the workforce is not big (Times, 2024). The leadership style proves to be damaging to employee morale as the leader only dishes out instructions to employees and does not recognise or acknowledge effort being exerted by the employees (Times, 2024). The authoritative leadership style may result in deterioration in employee performance and a power gap between the leader and the followers (Elia Pizzolitto, 2022). There have been instances where positive results have been achieved from the authoritative leadership style in traditional working environment settings. Zulfiqar Ahmed Iqbal (2021) argues that authoritative leadership can motivate the employees by exerting discipline. A significant number of studies label authoritative leadership as being counterproductive and stoic. However, if applied in the correct environment, authoritative leadership style can result in outstanding results and a happy team of employees.

2.3.2 Impact of servant leadership on employee

Tait (2020) states that servant leadership is concerned with empowering the employee and ensuring that the employee grows their knowledge and expertise. Servant leaders are able to produce skilled and motivated employees. Servant leadership motivates employees to put in efforts in their work as employees develop a sense of value and inclusion (Tait, 2022). Team (2022) states that servant leadership builds stronger working teams as the result of the instilled collaboration between individuals. Furthermore, the leadership style creates a positive working environment

and instils motivation within employees (Team, 2022) . Van (2021) states that servant leadership has positive psychological impact on employees and it also increases work performance. A contrasting view is shared by White (2023) who states that some employees who like putting their own needs first may not agree with the servant leadership approach and may find it frustrating. From the literature examined, it is evident that servant leadership has a positive impact on the morale and productivity of employees.

2.4 Are there other factors that influence employee turnover?

Organisations are particularly concerned about high employee turnover rates and often seek to understand reasons behind it. The following are factors that influence employee turnover. As stated by Hameed (2009), factors that influence employee turnover are job satisfaction, organisational commitment, job stress, alternative employment opportunities and job hopping. A similar study was conducted by Recognise (2022) who states that job satisfaction, colleague relations, communication and organisational commitment were recorded as factors that influence employee turnover. A different perspective is offered by Mwami (2014) who states that factors that influence employee turnover are leadership style, teamwork, communication, working environment together with workload and work role. Lakshmi Kachana (2023) disagrees with the above authors and states that the factors that impact employee turnover are: Job satisfaction, work life balance, happiness and management support, career management and co-worker support. It can be concluded that various factors may result in employee turnover and that each case is unique. However, from the literature explored above, it is evident that factors such as job satisfaction, working environment, communication and organisational commitment are consistent, therefore the study will focus on the above four factors as contributors to employee turnover. The factors are discussed in more detail below.

2.4.1 Job satisfaction

As stated by Hameed (2009) job satisfaction is the manner in which an employee loves their job. A different meaning is given to job satisfaction by Recognise (2022) who states that job satisfaction is the work itself and the responsibilities given. Lakshmi Kachana (2023) argues that job satisfaction is the positive emotions that an employee might have towards their job. From the literature reviewed it is evident that job satisfaction is the attitudes and feelings that an employee has towards the responsibility of tasks and workload assigned to them.

A number of factors have been classified as reasons to why employees may end up having poor job satisfaction. Fridouse (2020) states that job satisfaction is determined by the work environment. A contrasting view is provided by Recognise (2022) who states that issues such as work life balance, work responsibilities, and remuneration play a critical role in predicting job satisfaction. A different viewpoint from the previous studies is shared by Jaradat (2020), who states that lack of job satisfaction can be as a result of lack of career growth. Another reason for poor job satisfaction is remuneration. Unpaid employees usually struggle with meeting basic needs and may seek employment that provides better wages (Jaradat, 2020).

As stated by Picincu (2020) very low levels of job satisfaction may result in low employee morale and productivity. This may also result in organisation losing a lot of money due to counterproductive behaviour. As stated by Şeyma Gün Eroğlu (2014) employees who have poor job satisfaction tend to resign from the job and are often reluctant to go to work. A different view is shared by Fridouse (2020), who states that poor job satisfaction may result in high rates of absenteeism and job stress. From the literature reviewed it is evident that poor job satisfaction could result in catastrophic consequences for an organisation such as low employee morale. The low morale may impact employee productivity.

2.4.2 *Communication within the organisation*

One of the factors that impact employee turnover is communication. A lack of effective communication may result in a toxic work environment and inefficiencies within the organisation. As stated by Recognise (2022) effective communication within the organisation is when employees feel that management fails to inform them about important information regarding the organisation. A different view is shared by Mwami (2014) who states that effective communication within the organisation promotes cohesiveness and builds team spirit. Author Grossman (2022) states communication is a vital component of business success but if not performed effectively may result in the inability to achieve organisational goals.

Poor communication is as a result of inadequate processes and appropriate leadership styles within the organisation. As stated by Grossman (2022), some of the reasons for poor communication are as a result of a vague organisational strategy, limiting beliefs from the leader's side and the inability to provide feedback to employees. A contrasting view is provided by Bernard Inibuh Obonadhuze (2018) who states that ineffective communication is as a result of ineffective management styles and the lack of training.

The absence of employee inclusion in decision making and poor communication creates animosity amongst employee which may result in high turnover rates within organizations (Ng'ethe, 2012). A contrasting view is shared by author Grossman (2022), who states that poor communication may result in a culture of distrust within the organisation. This could further lead to intense gossip and rumours and poor relationship building among employees (Grossman, 2022). A different view is shared by Bernard Inibuh Obonadhuze (2018) who states that poor communication may result in delayed execution of tasks.

2.4.3 Working environment

In recent times the definition of work environment has evolved. Working environment has changed from the traditional office setup to being able to work from anywhere where an employee can perform their work related tasks. Working environment as defined by Ira Merina (2019) is a place where an employee is able to do their work on a daily basis. Bushiri (2014) defines working environment as all the interrelationships that exist within the environment that the employee works in. Mochamad Soelton (2020) states that the working environment is divided into the physical working and psychological working environment.

Causes of ineffective working environment are as a result of toxic work cultures such as gossiping and cliques and failure to cater for the needs of the employees. Stolts (2024) states that a toxic working environment is caused by an emphasis on results rather than taking care of the employees, unclear vision of what is expected and the presence of bullies and cliques. Mochamad Soelton (2020) provides a different view by stating that factors that influence an employee's work environment are supervision, the physical environment and the ability to receive performance feedback.

Working environments that are not conducive may result in counterproductive work behavior and ultimately a negative impact on employee turnover. As stated by Ira Merina (2019) the working environment has an impact on employee turnover. Author Slots (2022) states that a toxic working environment may result in interpersonal conflicts, minimal employee engagement and high levels of burnout. A similar view is shared by Mochamad Soelton (2020) who states that both the physical and psychological work environment have a bearing on employee turnover within an organisation.

2.4.4 Organisational commitment

Organisational commitment can be described as the force that binds an employee towards a particular organisation (Reilly, 1989) . Miller (2003) shares a distinct view by describing organisational commitment as the ability for an employee to identify with an organisation's vision. A very contrasting view is shared by Morrow (1993) who states that organisational commitment is the attitudes and behaviours of individuals. From the literature reviewed, it is evident that organisational commitment is the loyalty that an employee has to the organisation's vision and objectives.

Manetjie(n.d) states that factors that influence organisational commitment are relationships within the working environment , personal characteristics and the amount of available opportunities within the organisation. Entsgo (n.d) partially agrees with the previous author , by stating that factors that influence organisational commitment of employees is social values that align ,job satisfaction, job design and attractive working environment that encourages employees to have a social life. A different view is shared by Indeed (2023)who states that factors that have an impact on organisational commitment are effective leadership ,a stable job and adequate communication. From the studies presented , organisational commitment is influenced by the employees perception of what they perceive as an "ideal" working environment such as work life balance and the alignment of personal values to that of the organisation.

As stated by Manetjie (n.d) low levels of employee commitment may result in failure to exert effort in their daily tasks and employees may become unproductive. Furthermore, low levels of employee commitment may result in high absenteeism rates. A distinct view is shared by Indeed (2023) who states that lack of organisational commitment may result in decreased organisational development and organisational performance. From the literature reviewed, it is evident that lack of employee commitment may result in unproductive behaviours that may have a negative impact on the organisation.

2.5 Empirical Review of Literature

The empirical review of literature subcomponent focuses on highlighting studies that have been previously performed in relation to the relationship between leadership styles and employee turnover and what other factors contribute to employee turnover. Furthermore, the objective of the subcomponent is to identify the research gap from similar studies already performed. Additionally, the purpose of the subcomponent is to identify what methods and approaches were previously adopted for similar research studies.

2.5.1 Leadership style and employee turnover

One of the research studies reviewed was that of Choi Sang Long (2012) where a quantitative research approach was adopted to understand the relationship between leadership styles and job satisfaction on the staff at a college in Malaysia. The transactional and transformational leadership styles were selected for the study. The data was collected by means of the survey method using questionnaire that were sent to participants. 84% of respondents provided feedback and the research findings revealed that, although transformational and transactional leadership styles are favoured by most employees from previous research conducted, the research results show that there is no significant correlation between the leadership styles and employee turnover. Limitations identified in the study is that the population was fairly small considering that a questionnaire approach was adopted.

2.5.2 *Employee turnover assessment*

A study was conducted by Lyengi (2014) in Tanzania where the objective of the study was to evaluate the employee turnover rate within a particular company and to further obtain reasons for the employee turnover. The research approach adopted was both qualitative and quantitative in nature. Data was collected by means of interviews and questionnaires and supporting evidence was also obtained from the organisation selected. Findings from the research revealed that their employee turnover was an average of 36% and that it was increasing by 9% of on yearly basis (Lyengi, 2014). The research further revealed that factors such job satisfaction, salaries, job supervision and family issues were amongst the reasons employees were leaving the organisation. Short comings of the study were that participants were not open with providing responses to the interview/questionnaire questions due to the popularity of the organisation.

2.5.3 *Leadership styles, employee turnover and counter productive work behaviour at a bank.*

A third study focusing on employee turnover and leadership style was conducted by Dr. Albert Puni (2016) at a bank within Ghana where the objective of the study was to study the connection between employee turnover and the democratic, laissez fair and autocratic leadership styles. The study also sought to understand counterproductive work behaviour. The research approach selected was quantitative in nature and information was gathered by means of cross-sectional survey that was provided to a population of 175 employees from 8 different branches. A 97% response rate was received, and findings revealed that there is a high correlation between autocratic leadership and employee turnover and that counter productive work behaviour was also high. Additionally, findings revealed that there was a low correlation between the democratic leadership style and employee turnover, and that employees displayed lower counter work productive behaviour when faced with the particular leadership style. Laissez fair leadership style indicated a low correlation to employee turnover however counterproductive work behaviour was

high. Limitations of the study were that the findings were based on a specific bank as opposed to the entire banking industry with the particular country

2.5.4 Transactional leadership style and employee turnover in technological industry

Another study was conducted by Angeline (2014) where the intention of the study was to explore the factors that employees deem important, and which could influence an employee to either leave or stay within an organisation. The relationship between transactional leadership style and employee turnover was also explored. A quantitative research approach was adopted where 350 questionnaires were administered to participant of which only 50% were deemed reliable and acceptable. From the feedback received it was evident that there is a positive relationship between transactional leadership style and employee turnover (Angeline S, 2014). Furthermore employees displayed high levels of job and health satisfaction. Limitations of the study were that the findings were based on employees within the IT sector.

2.5.5 Effective leadership styles and their impact on organisational behaviour and employee turnover.

A study was conducted by Sajid Masood (2020) at 8 universities in Pakistan on the effect of leadership styles on organisational behaviour and employee turnover. The transactional, transformational and laissez fair leadership styles were selected for the study. Organisational behaviour was defined as the behaviour that is not motivated by remuneration but contributes to the effective functioning of the organisation (Sajid Masood, 2020). A quantitative approach was adopted, and data was gathered by means of a descriptive survey. A maximum of 300 questionnaires were send to teachers and descriptive statistics were used to analyse the data. From the data analysed, it was evident that transactional and transformational leadership have a positive relationship with organisational behaviour however a negative relationship with

employee turnover. Laissez fair has a positive relationship with employee turnover but a negative relationship with organisational behaviour. Limitations of the study are that the results are a representation of the educational sector of Pakistan. Furthermore, limited literature was reviewed on the research topic.

2.5.6 Leadership style and employee retention in the banking sector

A study was conducted where an investigation was performed in a particular bank in Nigeria to understand the connection between leadership style and employee retention, additionally the study aimed to understand which leadership style would be suitable to encourage employee retention (Favour, 2016). The ontology approach was applied to the study and a questionnaire was provided to 120 employees of a particular bank. The data received was analysed through SPSS. The study revealed that leadership style has an impact on employee retention and that the transformational leadership style was the most preferred. It further revealed that both transactional and transformational leadership style had an impact on employee retention however, the transactional leadership style proved to be the preferred leadership style in relation to encouraging employee retention. The study indicated that managers within the bank adopt the transactional leadership style and are able to cater for the needs of the employees in exchange for productivity and completing tasks assigned to them. Limitations of the study were identified are that the study was initially aimed at including two banks however questionnaires administered to the second bank provided a low response rate. Therefore, the results were based on the participants from the bank that provided majority of the responses.

From the studies conducted thus far, it is evident that a lot of research has been conducted on the different leadership styles and their impact on employee turnover. A lot of research has been conducted on the transformational, transactional and Laissez fair leadership styles, but minimal research has been conducted on the authoritative and servant leadership style. Additionally, most research was conducted pre COVID-19

pandemic when the way of work and the leadership styles needed were vastly different from what it is today. Therefore, the current research aims to address the relationship between the authoritative and servant leadership style and employee turnover and factors that impact employee turnover.

2.6 Analytical framework

The analytical framework is an integrated overview of the theoretical and empirical concepts of the study. For the purpose of this study the Herzberg theory of motivation and the behavioural theory of motivation were shortlisted as possible theoretical frameworks that are relevant for the study however after detailed consultation of the relevant literature below, it was noted that Herzberg theory of motivation is the most suitable framework for this particular research study.

2.6.1 Theoretical Frameworks

According to Cynthia (2014), a theoretical framework forms the basis of the literature review of the methods and techniques to be used in a research study. A theoretical framework is the guide for the research, it is a structure that is based on already existing literature in an area that relates to the aims and objectives of the study (Dickson Adom, 2018). The theoretical framework selected will be used in this study to provide a framework to source literature and analyse the research results in accordance with the research purpose and research questions. Therefore, the Behavioural leadership theory and Herzberg theory of motivation theory were considered for the study however, after analysis, the Herzberg theory proved to be the most suitable framework for the study.

2.6.2 Behavioural leadership theory

BEHAVIORAL THEORY OF LEADERSHIP

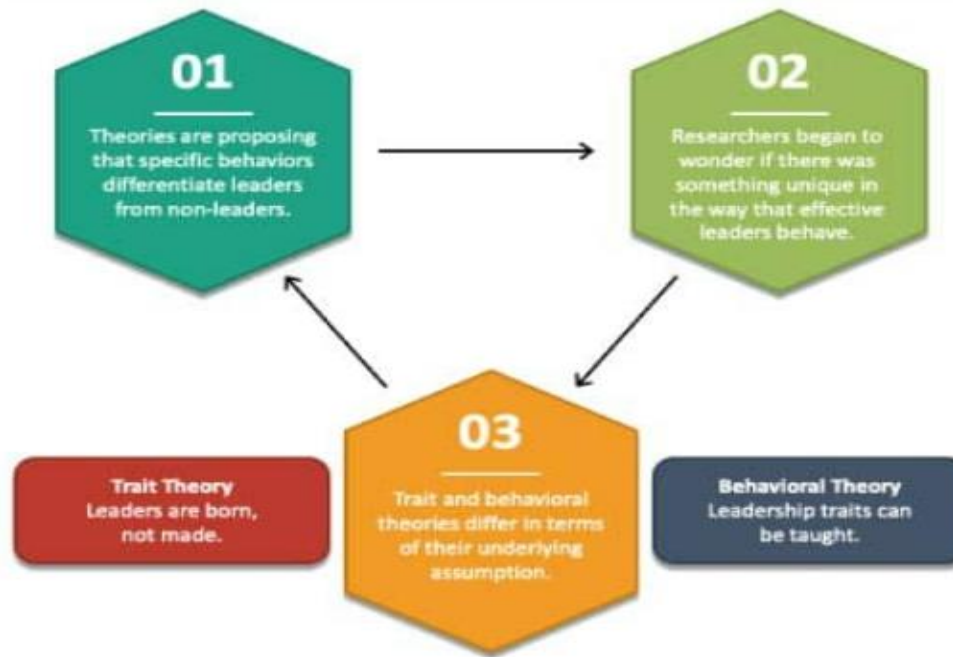


Figure 2.1: Behavioural theory of leadership. Source: (Query, 2022)

Research was performed in the 1940s in Ohio which challenged the trait leadership theory (leaders are born with behaviours that cannot be changed) by conducting research to see if good leadership can be learned (Masterclass, 2022). It was discovered that indeed leadership behaviour could be moulded according to what the needs of the environment were in order to be perceived as effective (Masterclass, 2022).

An individual becomes an effective leader depending on the environment and circumstances. Behavioural leadership theory states that a great leader is not determined by their natural personality traits that a person is born with but their behaviours (Verdhan, 2022). Various types of behavioural styles were discovered under the theory such as task orientated, dictatorial, sound and people orientated leadership behaviour styles. Masterclass (2022) shares a unique perspective on what behavioural leadership is which states that it is the ability to set the basis for a work environment by portraying certain leadership behaviour that can be learned and changed. Behavioural leadership has given rise to different types of leadership styles such authoritative, transactional, transformational and servant leadership styles (Masterclass, 2022).

Advantages of the theory is that it can be applied in different industries as it is a flexible leadership theory that encourages leaders to be self-aware. The theory also encourages collaboration and growth of teams within organisations (Verdhan, 2022). Disadvantages of the theory is that it does not specify which leadership style is the most effective and will enable a workforce to function better (Verdhan, 2022). Additionally, the theory “does not consider situational factors in leadership” (Barling, 2011) .

From the above literature, it is evident that the behavioural leadership framework has been used by researchers to obtain an understanding of which type of leadership style is best suited for an organisation. The theoretical framework is able to assist in understanding the authoritative and servant leadership styles and how they are applied with an organisation and which one of the styles is effective or ineffective with regards to reducing employee turnover. It could also be used to understand what type of leadership style is effective within the banking industry.

Figure 2.2 Herzberg theory of motivation.

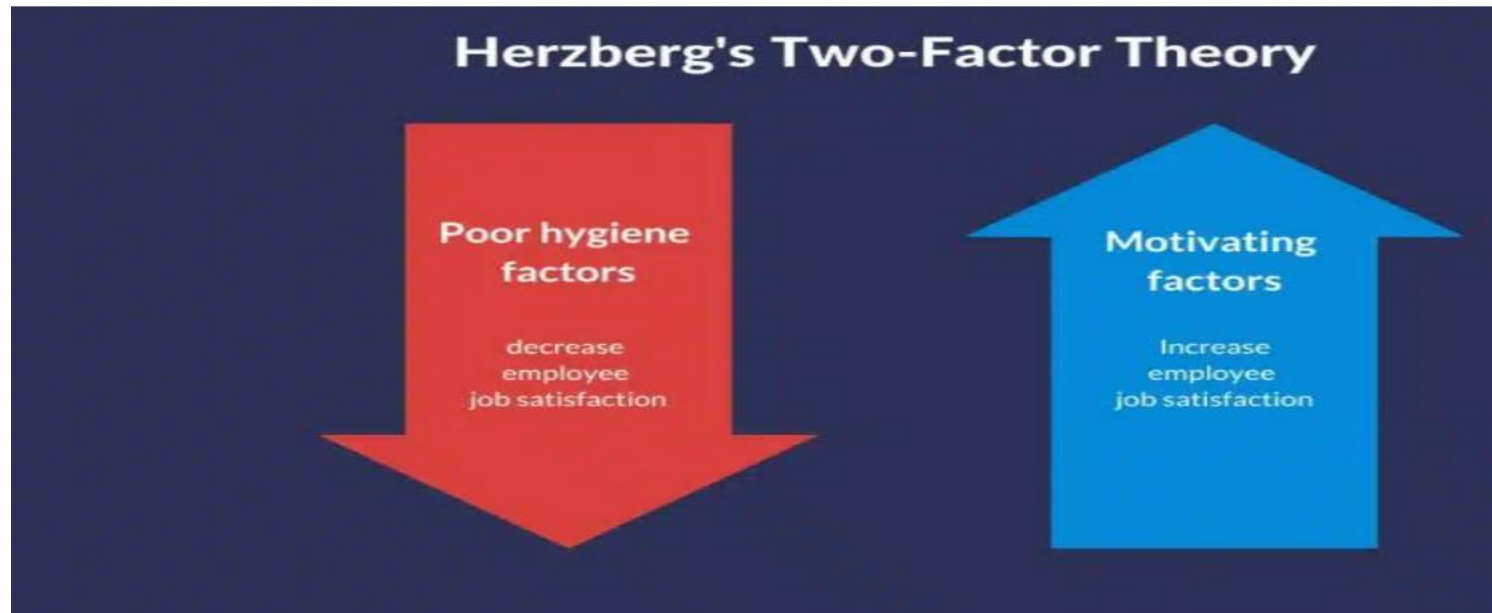


Figure 2.2: Herzberg theory of motivation. Source: TSW training (Channel, 2021)

Motivation is one of the essential ingredients in employee behaviour within the workplace (Yusoff, 2013). Herzberg's theory of motivation was created in 1959 from Maslow's hierarchy of needs and is well known as the motivation theory (Yusoff, 2013). An experiment was conducted

with engineers in the United States in order to understand their reasons for motivation. This resulted in the creation of the two factors that can be used to define employee attitudes towards their work (Yusoff, 2013).

Hertzberg theory of motivation consists of two sets of factors: Hygiene and motivation factors (Yusoff, 2013). Hygiene factors are the external factors that prevent employees from becoming dissatisfied while Motivation factors are those natural factors that will increase job satisfaction (Yusoff, 2013). A similar and in-depth perspective is shared by Gleim (2019), who describes Herzberg's two factor theory of motivation as being classified into satisfiers and dissatisfiers that both have a correlation to employee motivation. Dissatisfiers form part of the tasks that an individual performs on a daily basis. Their presence does not necessarily result in employee motivation. However, if absent, they could result in a decrease in performance of tasks. Such factors include :working conditions , relationships , money and status , security of the job and policies of the organisation together with organisational administration(Gleim, 2019). The second factor is known as the satisfiers which form part of the content of the job. The absence of these factors will result in a decline in job performance, but if the factors are present ,it will motivate an individual(Gleim, 2019).Such factors are the following : Achievement , acknowledgement and recognition , work that is a challenge , advancement ,and opportunity to grow in the job and more responsibility (Gleim, 2019).

An advantage of the theory is that it is widely used within different types of industries due to its simplicity to comprehend and apply (Naeem, 2013). Another advantage highlighted by (Parikh, 2018) is that the theory identifies that motivation comes from within the employees as opposed to other external factors. The disadvantages highlighted about the theory is that studies have been conducted across the world and findings have revealed that extrinsic factors do in fact have an impact on employee job satisfaction which is contrary to the theory itself (Yusoff, 2013).Another disadvantage highlighted was that there are other types of factors that can contribute to an employee's satisfaction and dissatisfaction besides those identified in the theory (Naeem, 2013).

The study focuses on the relationship between the authoritative and servant leadership styles and employee turnover. Therefore, Herzberg theory of motivation is an appropriate theory to adopt for the research study as it provides an in-depth understanding of both the Hygiene and motivational factors that drive employee behaviour. The theory comprises of hygiene factors such as organisational commitment and job enrichment and motivation factors such as working environment and communication which will be considered when analysing the relationship between leadership style and employee turnover and the factors have an influence on employee turnover. The theory will further assist to provide a structured understanding of the impact of the leadership styles on employees in terms of motivation, morale, and productivity. The hygiene and motivation factors will also assist to unpack what other factors besides leadership style do employees deem vital to remain within an organisation.

2.7 Conceptual Framework

This section of the literature review aims to describe the theoretical basis of the study that is based on the Herzberg theory of motivation which is an evolution from Maslow's hierarchy of needs (Yusoff, 2013).

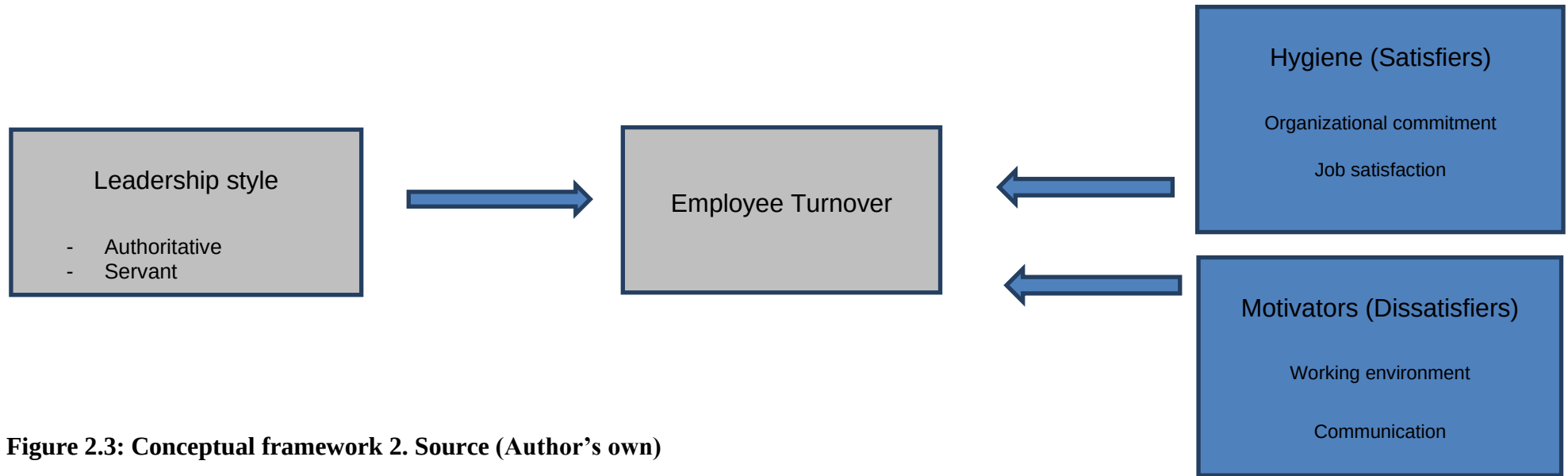


Figure 2.3: Conceptual framework 2. Source (Author's own)

The conceptual framework comprises of the independent variables which is the authoritative and servant leadership styles and their ability to influence the dependent variable which is employee turnover. Hertzberg theory of motivation has been selected for the study as it will assist in understanding what are the challenges in relation to employee motivation and what leadership style would be most effective in reducing employee turnover. Hertzberg theory of motivation will also assist to explore how the Hygiene factors(satisfiers) and Motivators (dissatisfiers) influence an employee's decision to leave an organisation. The suggested framework of this study aims to understand the connection between leadership styles and employee turnover and what other factors may lead to employee turnover. The conceptual framework further depicts other factors such as the working environment, communication within the organisation (dissatisfiers) and factors such as job satisfaction, organisational commitment (satisfiers) as having an impact on employee turnover. Furthermore, both the satisfiers and dissatisfiers are also regarded as the independent variables that have an impact on the dependent variable which employee turnover.

2.8 Summary

From the literature reviewed, concepts such as leadership and the authoritative and servant leadership styles were explored. Literature was also examined to understand the concepts around the factors that determine employee turnover. The empirical review of previous studies performed revealed that substantial research was conducted in relation to the impact of transactional, transformational, and Laissez-faire and their impact on employee turnover. The empirical review also revealed how minimal studies have been conducted on the relationship between the authoritative and servant leadership style and employee turnover post COVID-19 where the manner in which organisation conduct business has changed considerably. The Hertzberg theory of motivation was selected as the appropriate framework to explore the concept of leadership styles and their impact on employee turnover and what other factors influence employee turnover.

CHAPETER 3: RESEARCH METHODOLOGY

3.1 Introduction

This chapter will detail the research approach, design as well as procedure and methods that were used in this research to collect, process, and analyse information data received. The purpose of the research is to gain an understanding into the relationship between authoritative and servant leadership styles and employee turnover within organisation and what other factors influence employee turnover. Broadly, chapter 3 has the following objectives: to identify the research approach (Section 3.1), the research design adopted (Section 3.2), as well as the data collection methods (Section 3.3). The population and sample are also included under (Section 3.4) as well as the research instrument (Section 3.5). The chapter provides a view on how to collect data (section 3.6) and methods used to analyse the data (section 3.7). Limitations to the study are mentioned in (section 3.8) together with steps taken to ensure quality assurance (section 3.9). Ethical considerations (section 3.10) and proposed timelines (section 3.11) are also mentioned (Bell, 2011).

3.2 Research approach

The qualitative research strategy was chosen for the study. Qualitative research can be defined as a research strategy that does not make use of statistical references (Strauss, 1990). Qualitative research is concerned with understanding the deeper meaning of the problem rather than the numerical techniques that can be adapted. Its aim is to provide a detailed understanding of the problem (André Queirós¹, 2017). One of the advantages as highlighted by Andre Queiros (2017) is that qualitative research provides an opportunity to understand the research problem by

giving the opportunity to seek clarification. Additionally, qualitative research provides an opportunity to obtain a deeper understanding into experiences and context (Clealand, 2017). A disadvantage of the method is that the analysing of the data may prove to be complex and time consuming (Rahman1, 2017).

Qualitative research approach has been adopted for the study as it will provide detailed insights into the research problems presented. It will assist in providing an in-depth understanding into the relationship between the selected leadership styles and employee turnover. Furthermore, the qualitative strategy will allow an in-depth understanding of the participant's feelings and experiences within the working environment and create flexibility in terms of how respondents are able to express themselves individually on the topic. The assumption of the approach to the study is that open ended questions will be asked to participants who will be required to provide the most authentic feedback in relation to their experiences and views on the authoritative and servant leadership and what impact the styles have had on them in the workplace. A similar study was conducted where a qualitative approach was used to determine if there is a correlation between leadership style and employee turnover and what are reasons that impact employee turnover within the workplace (Alkhawaja, 2017). A similar study was performed where a qualitative approach was selected to provide insights into the impact of leadership styles on employee loyalty and turnover motives within a bank in Indonesia (Thoha, 2022). Another study was conducted by Lyengi (2014) in Tanzania where the objective of the study was to evaluate the employee turnover rate within a particular company and to further obtain reasons for the employee turnover. The research approach adopted was both qualitative and quantitative in nature.

3.3 Research design

The research design selected is the phenomenological research design. The phenomenological research design is defined as the ability to gather in-depth information through qualitative methods such as interviews and discussions and positioning the information from the perspective of the participant rather than that of the researcher (Lester, 1999). Learning (n.d) defines phenomenological as the ability to explore human experiences through the experiences provided by the people involved. An advantage of the research design is that it does not use generalisation but provides a detailed account of experiences (Lester, 1999). Another advantage is that it provides a grounded structure of systematically gathering data learning (n.d). The disadvantage of the research design is that it is time consuming in terms of gathering of information as it requires the recording of information, notes of which they will have to be assessed (Lester, 1999). Another disadvantage noted is that the research design method could be difficult to understand especially without prior knowledge (learning, n.d). The phenomenological design is appropriate for the study as it will allow the opportunity to narratively analyse the relationship between the authoritative and servant leadership style and employee turnover within a structured manner and in-depth . It will allow the opportunity to capture the actual lived experiences of participants and also derive an understanding of what other root causes impact employee turnover apart from the selected leadership styles. A phenomenological research study was embarked upon to understand the relationship between employee retention and transformational leadership style (Fernandez, 2011). A similar study was conducted using the phenomenological approach to explore the experiences of employees in relation to management leadership styles and employee job satisfaction (Johnson, 2013). A study was conducted using the phenomenological research design approach to investigate the correlation between three leadership styles and job satisfaction (Chiles, 2008).

3.4 Data Collection method

The data collection instrument selected for the research study is an interview. As defined by Andre Queiros (2017), an interview is a method where responses are assessed and participants responses from the interview are compared. One of the advantages of the instrument is a high response rate is guaranteed with a semi structured interview as the appropriate participants are selected, informed and an interview is confirmed well in advance (André Queirós1, 2017). The challenging aspects of the collection method selected is that it requires a lot of time to prepare and to conduct the interviews with participants (André Queirós1, 2017). The research study is primarily concerned with gaining an understanding of the relationship between leadership styles and employee turnover and other factors that may result in employee turnover, therefore the interview method will allow an opportunity to obtain rich insights into the topic and furthermore it will enable the opportunity to build rapport with the participants which will increase the value and depth of the feedback received. The targeted participants in the research were professional employees from a specific banking institution within the country. A similar study was conducted by Lyengi (2014) to assess employee turnover in the private sector where interviews were administered to participants of the study in order to obtain an in-depth understanding of the topic. A similar data collection method was employed by Thoha (2022) where data was gathered using an in depth semi structured interview process. A semi structured interview approach was adopted in a study that was conducted on an organisation in Ghana where the intention of the study was to evaluate the impact of leadership style on employee performance (Kesse, 2020)

3.5 Data Collection method

The research topic focuses on leadership styles and employee turnover within the workplace and what other factors may cause employee turnover. As stated by Mcnamee (2022) banks are struggling to effectively control employees leaving the institution. Employee turnover has

been recorded at 23% which is the highest figure since 2019 (McNamee, 2022). A flat reporting structure is adopted by the banking institution which comprises of a team of employees reporting to a senior official “leader”, therefore participants will be able to provide their experiences on leadership styles. All levels of employees were included in the population of the study since the study is focused on understanding employee experiences in relation to the different leadership styles and what drives employee turnover. Sample selection was based of convenience sampling.

3.5.1 Population

The participants selected for the study include employees from a specific bank within South Africa. The participants are professionals between the ages of 26 to 55 years. The participants will range from upper management, middle management, and general employees in order to obtain rich and broad insights from the study.

Description of population

Upper management: This consists of the Heads of department.

Middle management: This includes Operational managers, Operational Specialists.

General employees: Administrators, Clerks, HR offices and other Officers within departments.

3.5.2 Sample and sampling method

A convenience sampling method will be used to conduct the study. Convenient sampling is a non-probability sampling technique that is based on the convenience of the targeted participants in terms of geographical proximity, availability, and the ability to participate in the study (Bell, 2011). The convenience sampling method is appropriate for the research study as the participants are from a familiar environment and are readily available and are a representation of the banking industry and have encountered a variety of leadership styles within their employment.

According to Cresswell (2007), a semi structured interview requires a minimum sample size of between 5 and 25. However, it was further noted by Greg (2020) that not more than 16 interviews are required to reach levels of saturation within qualitative research. Therefore, a maximum of 15 participants will be interviewed. Participants are identified in advance to the interview taking place. A conversation will be held via digital platform to introduce the researcher and the research topic and furthermore, to ask them for permission to be part of the study. Both the participation and permission letter will be provided to the selected participant via email prior to the interview taking place. A convenience sampling and a self-selection approach was adopted by Kesse (2020) where the intention of the study was to explore the impact of leadership styles on employee job performance on 4 employees within a particular organisation in Ghana. A similar study was conducted by Lyengi (2014) where a sample of 25 to 30 participants were randomly and non-randomly selected to conduct research based on their age and their location within the department in order to gain an understanding of the reasons behind employee turnover. A study was performed where a sample of 13 participants were selected using convenience sampling to explore leadership styles and employee turnover in Indonesia (Thoha, 2022). A sample of 10 interviewees were selected to take part in a qualitative study that was conducted to understand the perceptions of employees in relation to leadership styles within an organisation. (Ochoa, 2023)

3.6 Research instrument

The data instrument selected for the research is a semi structured interview schedule. A semi structured interview is described as an interview guide with structured interview questions but however provides the respondent with flexibility in regard to how to answer the questions presented (Bell, 2011). An advantage of the semi structured interview is that it will provide in-depth context and a variety of insights due to its characteristic of open-ended questions and flexibility (Bell, 2011). The semi structured interview instrument has been selected for the research as it will provide an opportunity to derive meaningful conversations on how participants perceive a particular leadership style and whether the leadership style is effective within the workplace. Additionally, a semi structured interview will assist in obtaining context in relation to the experiences of the participants. It will provide an effective communication platform to be able to understand the reasons and rationale behind responses provided. A similar study was conducted by Lyengi (2014) where an interview guide was selected as part of the research instruments used to conduct a study on reasons for employee turnover within the workplace. The research instrument was able to provide granular information on reasons why employees leave organisations. An semi structured interview schedule was adopted in a study to explore and investigate the impact of leadership styles on employee turnover in Indonesia (Thoha, 2022). A similar study was conducted where a semi structured interview schedule was used to gather information with the aim of understanding the impact that leadership styles has on employee performance within the workplace (Kesse, 2020).

The semi structured interview will consist of 9 questions which are aimed at addressing the research questions posed. Refer to appendix1for research instrument.

3.7 Procedure for data collection.

The data will be gathered by means of a telephonic/face to face interview using digital platforms such as teams and zoom. As described by Jain (2018), some of the benefits of a telephonic interview is that it is a low-cost method of collecting data and furthermore it allows the opportunity for flexible questioning. Therefore, telephonic interview is appropriate for the current research study as it will allow the opportunity to conduct the interview in a flexible manner which will provide both the participant and the interviewer a chance to ask questions where further clarity is required on the topic and the interview questions being asked. It will also allow the interviewer an opportunity to assess the respondents body language and tone in order to derive a better meaning to the responses being provided. Additionally, the data collection instrument will allow the interview to be conducted virtually anywhere within the country. A study was conducted by Kesse (2020) where the impact of leadership style on job performance in Ghana was investigated. The data collection method used was skype and whatsapp face chat. A similar study was conducted with the aim of understanding the influence of leadership factors on employee retention in local government. Face to face and telephonic interviews were used as data collection instruments. (Lameck, 2023). A study was conducted to gain an understanding of what perception do employees within organisation have on the impact of leadership style. Interviews were conducted using zoom conferences platform (Ochoa, 2023).

3.8 Data analysis strategies and interpretation

Thematic analysis is a qualitative research strategy that is used to derive meaning from the data collected during a research study by means of themes. It is often used to analyse complex data sets (Dawadi, 2020). Advantages of this strategy is that it offers a flexible approach that can be modified for the needs of the audience (N, 2004). The thematic analysis is appropriate for the study as it will provide a more accessible and

flexible approach to analysing and interpreting the experiences of employees in relation to the leadership styles. Furthermore, the thematic analysis will aid in identifying the main trends/themes in the participant's responses. The thematic analysis will assist in positioning the different perspectives of the participants and identifying similarities and differences in the type of leadership style preferred together with other reasons why employees may leave an organisation. Additionally, it will assist in providing a structured approach to handling the responses received from the participants and allow the ability to gain insight into the research topic. A similar study was conducted where a thematic analysis was used to determine if there is a correlation between leadership style and employee turnover (Alkhawaja, 2017). The thematic analysis was useful in revealing characteristics that a leader should have in order to decrease employee turnover. A thematic analysis approach was used in a study to decode and analyse data that was used to explore the relationship between employee turnover and employee loyalty and turnover within the organisation (Thoha, 2022). A similar study was conducted by Lameck (2023), who used both content analysis and a thematic approach to investigate the influence of leadership factors on employee retention within a local government.

3.9 Possible limitations to the study

Limitations of the study allow the researcher to express the shortcomings or areas of challenge that the study might encounter (J.O, 2017). The study was conducted at a particular banking institution with the South African banking industry therefore research findings are based on the specific banking institution and not the whole banking industry.

3.10 Quality assurance

3.10.1 Transferability

Transferability is defined as the ability to indicate that the research findings would provide the same conclusion if the research was conducted in another setting. (Tracey, 2010). The thematic analysis used together with the audit trail will strengthen the transferability of the research. As stated by Lincoln & Guba (1985) who states that transferability is achieved through the availability of a data set obtained during the data collection process. Furthermore, although the research studies were conducted at a specific bank within the country, the data will be obtained and recorded as transcripts to ensure the transferability aspect.

3.10.2 Credibility

As defined by Tracey (2010) credibility refers to the trustworthiness of the findings presented. This can be achieved through triangulation and member checking/member reflection techniques (Tracey, 2010). Member checking/reflection is the technique that allows data interpretation to be shared with participants for clarity and confirmation of information presented (Tracey, 2010). The research finding will make use of the member checking/reflection technique to apply credibility to the research. This will be performed by providing feedback to the participants in terms of their responses in order to ensure factual accuracy of information. Furthermore, according to Satu Elo (2014) qualitative researchers are encouraged to be systematic and well organised to achieve trustworthiness. Therefore, the study will follow a systematic approach. The interview together with the interview questions will be sent to the appropriate candidates prior to the interview to allow enough time to

understand what is required from the interviewee. The interview together with the data collecting process will be performed in an organised manner.

3.10.3 Dependability

Dependability refers to ensuring that the findings of the research study can be replicated independently (Tracey, 2010). A detailed description of the research and tracking of the data collection process will be performed for the search study.

3.10.4 Conformability

Conformability is defined as one of the qualitative measures where its intention is to prove that research findings presented are in fact the views of the participants and not the researcher (Tracey, 2010). The research will make use of an audit trail for the process followed for the collection, analysis and interpretation of data collected. This will be recorded in the research study to enable transparency in regard to how research findings were derived.

3.11 Ethical considerations

Ethical considerations are the guidelines and principals that must be adhered to when conducting the research study (Bell, 2011).

3.11.1 Permission approval

The research will be conducted in accordance with the rules and laws of the banking institution. Permission to conduct the study will be obtained prior to the commencement of the study.

3.11.2 Participation

The participation information sheet will state the rights that the participants will have with regards to their participation in the research study. The information sheet presented will also state that the participants are not obligated to form part of the study and that they have a right to withdraw at any time.

3.11.3 Consent

A consent form will be distributed to the participants involved in the study prior to the interview. The consent form will detail the topic of the study, the objective of the study and the reassurance that the participant's identity will not be revealed. The form also asks for permission from the participants to record the interview.

3.11.4 Confidentiality and Anonymity of participants

The participants will be informed prior to the interview taking place that their identity will be kept anonymous.

3.11.5 Management of data

The data collected will be stored in an access-controlled device for the duration of the study. The data collected will be used solely for the research study.

3.12 Conclusion

The Chapter provides detail into the process that was followed when gathering data and the methodology used. Data was obtained using a semi structured interview. A sample of 15 participants were selected for the interviews using convenience sampling. Interviews were conducted using Microsoft Teams and information was analysed using a thematic analysis method. Ethical consideration such as confidentiality of participants and consent of participants to use their feedback was considered and obtained as part of the study. Data quality standards were also adhered to where a record of transcripts and steps followed was maintained.

CHAPTER 4: PRESENTATION OF RESEARCH RESULTS

This chapter of the report aims to present the results from the semi structured interviews conducted on the research topic: The relationship between the authoritative and servant leadership styles and employee turnover within the Southern African banking industry. A thematic analysis was selected to analyse the set of data from the semi structured interviews conducted. The top-down theoretical thematic analysis(deductive)method is driven by the researcher's interest in the area of research (Braun, 2006) , hence the top-down theoretical thematic analysis method was adopted for the study where the below research questions were used as a guide in identifying themes within the data provided. Braun and Clarke's guide on Thematic analysis was used (Delahunt, 2017). According to the Delahunt (2017) coding is the gathering and organising of information in a structured and meaningful order therefore, the feedback received from the interviews was transcribed onto word and excel and the data was then coded and reviewed for any patterns of interest. According to Delahunt (2017) precoding is the absence of pre codes, codes are developed as the data is analysed from the coding process therefore precoding was used to code the data during the coding process, Themes were identified from the codes derived. According to Delahunt (2017) A theme is a design or system that captures something of interest about the data captured. All codes that had similarity were grouped together under a united theme.

The study aims to answer the following research questions:

- i. Is there a linkage between leadership style and employee turnover?
- ii. What impact does leadership style have on employees?
- iii. Are there other factors that influence employee turnover?

The subsequent three tables set out the process followed in gathering the non-numerical data and analysis thereof.

Table 4.1 Consistency table: Research methodology process. Source (Author's own)

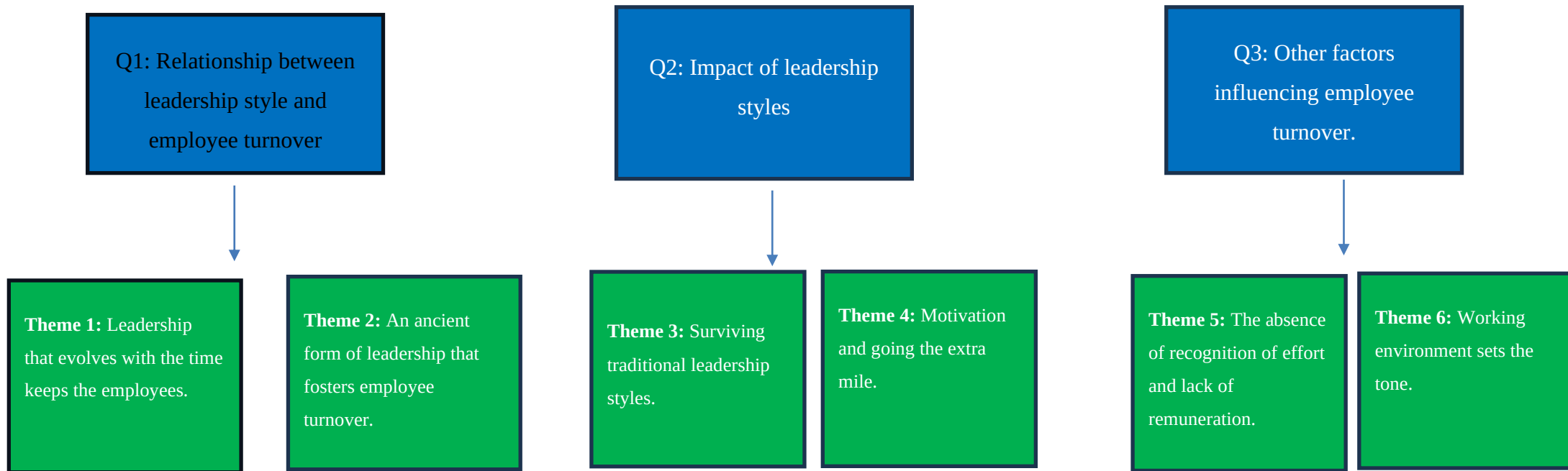
RQ #	State Research Question	Data collection detail	Data analysis method
1	Is there a linkage between leadership style and employee turnover?	Interview guide questions 1, 2, 3	Thematic analysis
2	What influence does leadership style have on employees?	Interview guide questions 4, 5	Thematic analysis
3	Are there other factors that influence employee turnover?	Interview guide questions 6, 7, 8, 9	Thematic analysis

Table4.2 Codes used to derive themes. Source (Author's own)

#	Codes derived from data							Theme derived
1	Consultation and participation in decision making. They want to be heard	Leadership that evolves with the time keeps the employees	Employee has a voice	Motivate employees	Open door policy	Coaching and mentoring, and upskilling an employee		Leadership that evolves with the time keeps the employees.
2	Ancient methods	Micromanagement is an ancient form of leadership that fosters employee's turnover.	Less committed and loyal	Less happy people	Hate micromanagement	Negative on morale		An ancient form of leadership that fosters employee turnover.
3	Demoralized/ do bare minimum	Demoralised	Self-confidence impacted	Prohibits creative inputs	Failure to thrive	Frustration		Surviving traditional leadership styles
4	Confidence increase	Motivation and going the extra mile.	You are in environment where it is easy to make mistakes and learn from them without having a fear of saying	Sense of loyalty	Personal growth or personal development	Relaxed		Motivation and going the extra mile.
5	Remuneration	The absence of recognition of effort and Remuneration	Acknowledgement of effort/recognition. Reward of efforts	Being underpaid	So, recognition is important for me as well.	Low pay remuneration., hostile working environment and inability to grow		The absence of recognition of effort and lack of remuneration

6	Strict/hostility	Toxic work environment	Organizations that force employees to engage with unions so that they can be heard. Remuneration agreements that are not met.	Lack of work life balance	Unhealthy work environment	No opportunities for growth		Working environment sets the tone.
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Figure: 4.1 Theme map. Source (Author's own)



4.1 Conducting the interview.

A sample of fifteen participants were selected to conduct a semi structured interview. The participants were informed via email of the research study. Participants were provided with the option to accept or decline. Where participants accepted the offer to become a participant in the study, a Teams meeting invitation was sent through together with the participation form and letter of consent and the interview questions attached.

Interviews were scheduled for an hour for each participant. All interviews were recorded using Microsoft Teams. It was explained to the participants at the beginning of the interview about what the research is about, and participants were also informed that all responses provided would be confidential. A total of 9 questions were asked where participants were required to provide answers to. Post the interview, participants were thanked and asked if there were any additional comments or questions that they would like to add or ask. The general feeling received from the interviews conducted was that the participants generally value good leadership and this in return translates into loyalty towards the organisation and employees aiming to do their best.

4.2 Analysis conducted.

The following themes were identified during the semi structured interviews conducted:

1. Leadership that evolves with the time keeps the employees.
2. An ancient form of leadership that fosters employee turnover.
3. Surviving traditional leadership styles
4. Motivation and going the extra mile.
5. The absence of recognition of effort and lack of remuneration

6. Working environment sets the tone.

4.2.1 Leadership that evolves with the time keeps the employees.

Majority of the participants (100%) mentioned that they aspire to work under a leadership style that is appropriate for the current working conditions and current working environment. The preferred leadership style ranged between a leader who is consultative and democratic and allows employees to actively take part in the decision-making process so that their voices can be heard. A transformational leader that allows employees the opportunity to grow and develop to the best of their abilities. A leader who is an opposite of a micro manager and trusts employees to complete tasks allocated independently and a leader who genuinely believes in the development and progress of an individual's career.

“Transformational Leadership: Those leaders inspire and motivate team members to achieve even those things that are beyond their expected capabilities. Their focus is on creating a positive and engaging work environment”. Participant 13

“Hands on leader and willing to discuss issues and decide on a way forward. A leader that will put the organisation first and does not serve their own interests. Upholds the value of the employer”. Participant 11

“Democratic and Strategic leadership, that gives clear direction and provides for participation in the decision-making processes”. Participant 15.

4.2.2 An ancient form of leadership that fosters employee turnover.

Most participants (80%) voiced the opinion that they would not be able to survive in an environment where the leader enforces strict and traditional methods of leading. Participants indicated that such a leadership style would restrict their growth and ability to voice their opinion and ideas. The strict leadership style method would be in contrast to the current working environment and would thus lead to a decrease in commitment and loyalty towards an organisation.

“So, I wouldn't ideally work in an environment like that. It's not an ideal environment to work in. You do not have the opportunity to grow, which means you are just a robot following instructions”. Participant 1

“I think this is an ancient method. I do not subscribe to this ancient method of leading. I think with the current technological evolutions we cannot be as traditional as we used to be prior to the evolutions. Flexibility is very important and paramount and also our employees have been accustomed to a particular level of flexibility”. Participant 4

A few participants (20%) indicated that although a strict and traditional way of leading would not be ideal, they would be able to work under a traditional, strict method of leadership that does not follow a consultative process in decision making.

“Yes, I would be able to work with a leader like that” Participant 11

“So as much as “no I would not be able to work under a leader who enforces strict and traditional methods and no involvement in decision making as an employee” would be a Textbook answer, in reality I would be able to stay in such an environment where it's overbearing over controlling. I found myself in such a situation in my previous employment where I stayed the longest, I had ever stayed anywhere throughout the

course of my career, and that was the kind of leadership style that was exerted like it's always the top guys who are always right and your input is not really seen” Participant 5

“Though not ideal, one sometimes finds themselves in such an environment. I have worked in such an environment, and it was not conducive and didn’t inspire any creativity. I didn’t stay long in that environment, and I have turned to prioritise job satisfaction and healthy environments in the workplace” Participant 13

4.2.3 Surviving traditional leadership styles

Most participants (87%) voiced the opinion that they would not thrive in an environment where they are not allowed to voice their opinions and show their authentic self in addressing issues and making decisions. Some participants indicated that their self-confidence would be impacted, low motivation levels, less productivity and they would feel stressed to work in such an environment. The word “Frustration” was used by participants indicating that the particular environment where traditional strict methods of leading are practised is another form of micromanagement that causes anxiety, employees who are unhappy and employees who are not able to grow and develop. Flexibility is another important factor that came through from the participants as an environment that adopts to old ways of leading their staff may cause dissatisfaction in employees.

“For me, if you're going to have employees that will serve that organization for more than five years, I guess you'll be lucky. But I don't see it happening. So, people are going to leave because people are not going to stay where they're not happy. If they don't leave, they're not going to be unproductive. So, nothing is going to get done.” Participant 2

“Yeah, it plays a big part on your self-confidence with your work and it's frustrating because you've got no say you've got no growth, you are not able to think outside the box. It restricts you; it has an impact on you overall and may result in an employee not giving 100% of themselves to the work because you know very well that whatever you put in might not be recognised or even considered”. Participant 1.

A minority of participants (13%) indicated that they would be able to cope under the traditional leadership style so long as it benefits the organisation. A participant said that an environment like that would foster them to work even harder to prove themselves.

“Professionally I would give my outmost as long as all is in line with the policy and what is expected from me and labour law. Emotionally I will not be impacted. I would stay in the organisation” Participant 11

4.2.4 Motivation and going the extra mile.

Majority of participants (93%) felt that working under a leadership that fosters inclusion, development and growth would result in them thriving and giving their best. Participants indicated that they would be more committed and loyal to the organisation. This would increase their confidence levels as they would feel as though their voice has been heard and empowered. Motivation levels would also increase as their development and growth would be taken into consideration. It would also improve employee morale as employees would be more relaxed.

“I would be able to stay because I'd feel a sense of loyalty towards that leader, even if I think I think I'm too low. I would go above and beyond to show my loyalty to that person” Participant 3

It is going to have a positive impact because remember, a leader who is invested in my personal growth or personal development is a person who is vested in the organization because as and when I go out there to study, there is something that is linked to my personal growth or my personal development, whatever that I may have studied. The organization is the benefactor of what I may have learned. Participant 4.

A participant (7%) indicated that such a leadership style may foster feelings of becoming too relaxed and may result in them taking advantage of the type of leadership style of inclusivity and being invested in their growth and development that is presented to them.

“Professionally it would deter my ability to perform as I would end up taking advantage of them.”. Participant 11.

4.2.5 The absence of recognition of effort and lack of remuneration

Some participants (67%) indicated that failure to identify and acknowledge effort and hard work that employees put into their work is one of the factors that may result in losing interest in the organisation and ultimately leaving the organisation. The absence of rewards whether in the form of remuneration or gifts was highlighted as dissatisfier within the workplace.

“One not being appreciated in terms of the work that you put through for the organization would impact my loyalty towards an organisation”. Participant 2

“Not being rewarded or incentivised for good performance would cause job dissatisfaction”. Participant 10

“When the only highlighted outcome of my tasks is one with errors and no recognition when I get things right or doing things well would not sit well with me”. Participant 7

4.2.6 Working environment sets the tone.

Majority of participants (80%) expressed that a toxic and hostile working environment that promotes ineffective communication, gossiping lack transparency and lack of consultation prior to major decisions being made would motivate an employee to leave. Participant also indicated that a working environment that does not encourage creativity and the development of one's ability would result in dissatisfied employees. Participants also indicated that a working environment that does not promote flexibility, does not promote growth and development of an individual together with a work life balance would result in them leaving the organisation. Participants also indicated that the culture that is being promoted in the organisation is crucial in determining one's future in the organisation.

“An environment where management suppresses employees and doesn't provide opportunities for growth are the factors that I take into consideration when thinking of leaving organisation”. Participant 15

“Extremely hierarchical organisation, people seeking personal achievement instead of the group/ team's achievement. A company that glorifies people that work overtime (promoting a lack of work life balance)”. Participant 14

“Toxic work environment, favouritism and lack of work life balance would make me leave an organisation” Participant 9

4.3 Summary

This chapter provides detailed insights into the data gathered from the interviews conducted. Data was analysed using the top-down thematic analysis method which comprised of coding the information. Codes with similar patterns and meanings were grouped into 6 themes which are in alignment with answering the research questions. The following themes were derived from the data: Leadership that evolves with the time keeps

the employees, An ancient form of leadership that fosters employee turnover, Surviving traditional leadership styles, Motivation and going the extra mile, The absence of recognition of effort and lack of remuneration and Working environment sets the tone.

CHAPTER 5: DISCUSSION OF RESEARCH FINDINGS

Chapter 5 is aimed at analysing, exploring, and obtaining meaning in the data collected in chapter 4. This will result in answering the research questions formulated at the beginning of the research study by taking into consideration the results from the data collected and documented in chapter 4 of the research report. The below findings were presented in line with the themes identified in chapter 4 which are in alignment to the research questions formulated at the beginning of the study.

The below research questions were formulated in order to explore and gain an understanding of the relationship between the authoritative and servant leadership style and employee turnover within the banking industry:

- i. Is there a linkage between leadership style and employee turnover?
- ii. What impact does leadership style have on employees?
- iii. Are there other factors that influence employee turnover?

Table 5.1 Summary of research findings. Source (Author's own)

Research questions	Summary of findings
i. Is there a linkage between leadership style and employee turnover?	The data does support the literature review which suggest that there is a positive linkage between the authoritative leadership style and

	employee turnover. The data further suggests that there is a negative linkage between the servant leadership style and employee turnover which is also supported by literature.
ii. What impact does leadership style have on employees?	The data is agreement with the literature that states that authoritative leadership style leads to low employee morale, low productivity and employees who are frustrated and less committed and loyal to the organisation. The data further suggests that the servant leadership style results in high employee morale, employees who feel valued and empowered and are willing to go the extra mile for the organisation which agrees with the literature.
iii. Are there other factors that influence employee turnover?	The data does support some of the literature in terms of other factors that can have an impact on employee turnover which are identified as employee reward and recognition, remuneration and working environment. This agrees with the literature which states that other factors that may result in employee turnover are Job satisfaction which includes remuneration and recognition and effective communication.

Research question1: Is there a linkage between leadership style and employee turnover?

- i. Leadership that evolves with the time keeps the employees.

According to Herzberg theory of motivation, Motivating factors such as a sense of achievement, responsibility and growth enables employees to improve their engagement (Yusoff, 2013). From the results presented, it can be suggested that there is a linkage between leadership style and employee turnover. From the responses received it appears that participants are more likely to remain in an organisation where the leadership style adapts with the times and is able to cater for the changes required within today's working environment and a leadership style that fosters inclusivity, progression, and participation within the working environment. Participants indicated that an environment that encourages growth encourages them to want to be loyal and committed. The above is supported by Teams (2022), who states that Servant leadership style cultivates feelings of motivation within employees and as a result, servant leadership decreases employee turnover. A contradicting view is shared by LinkedIn (n.d) who states that some employees may not prefer the servant leadership style which may result in resistance and challenges being faced in instances where the more directive and strict leadership style is preferred by employees. From the researcher's point of view, it appears that employees desire a leader that is open minded and values the employee as an individual and believes that the employee is able to add significant value to the organisation.

Findings of the study reveal that a servant leadership style is able to retain employees within an organisation. This agrees with the literature reviewed for the study and this further implies that organisations who aspire to obtain low employee turnover levels need to create and maintain a more diverse leadership style that is relevant to the current and evolved working environment.

- ii. An ancient form of leadership that fosters employee turnover.

According to Herzberg theory of motivation, the absence of motivating factors such as stewardship – this is where employees are not micromanaged but are instead made to feel that they can be trusted – may result in dissatisfied employees that eventually leave the organisation (Management, n.d). From the results presented, it appears that participants of the interview associate an authoritative strict traditional leadership style that does not include employees in the decision-making process with an environment where there are significant elements of micromanagement and employees are expected to issue out instruction similar to a robot with no input into material decisions being made. The results suggest that employees would not be able to sustain under such a leadership style for a long-term basis. This is similar to findings revealed in the research article by Adugna (2021) who states that authoritative and autocratic leadership are the same and both have a significant statistical relationship to employee turnover. A similar view is shared by Bos (2020), who states that there is a positive correlation between an authoritative leadership style and employee turnover within the workplace. A contrasting view is shared Segal (2023), who states that although authoritative leadership style has its shortcomings, it is effective in highly regulated industries and in instances where an organisation is going through a crisis and decisions need to be made. From the views stated above it can be suggested that participants do not feel that they can show their full potential and capabilities under the authoritative leadership style which deters employees from staying in a particular organisation or working environment. The authoritative style has positive aspects to it such as being ideal in situation where urgent decisions need to be made or in organisations where strict adherence to rules, policies and laws is required.

Implications of the study suggests that Organisational institutions these days should consider the type of work culture that the organisation embodies and recruit candidates that fit the specific culture embedded in the organisation. Considering the changes taking place within the work environment and the introduction of the Gen Z into the work force, organisations should consider adopting a less strict and inflexible method of leadership in order to retain and enhance employee potential.

Research question 2: What impact does leadership style have on employees?

iii. Surviving traditional leadership styles

Participants indicated that the authoritative strict traditional leadership style where there is no inclusion in decision making would have a negative impact on both their career and morale. In terms of morale, participants indicated that due to the strict method of leading, stress and frustration would result, and employees would become less productive due to lack of flexibility within the working environment. Due to the fact that employees would not necessarily be involved in decision making aspects would result in limited career progression. This further translates into employee's not being "heard" or valued as their inputs are not considered and decisions being made within the organisation are not always the best solution or alternative as they would be one sided and lack crucial views from the rest of the work force. This leadership style is perceived to limit employee growth. This agrees with the views shared by Dr Albert Puni (2016) where a high correlation between autocratic leadership and employee turnover was evident and furthermore counter productive work behaviour was also high. A contrasting view is shared by Indeed (2023) who states that authoritative leadership style may result in positive impact on employees such as reducing stress levels as employees are able to focus on their deliverables and deadlines instead of spending time making decisions. From the views stated above, it appears that the strict and traditional leadership method is not necessarily ideal for all types of organisations as it may result in low employee morale and less productive employees.

Findings of the study suggest that the ancient traditional leadership style is least preferred by employees, and this agrees with the literature reviewed. Findings imply that organisations who promote the authoritative leadership style are advocating for a working environment where employees do not have job satisfaction and are in essence frustrated. This further results in low employee morale and counter productive work behaviour.

iv. Motivation and going the extra mile.

Participants indicated that a leadership style that encourages personal development and inclusion in decision making would have a positive impact on motivation, employee morale and productivity as employees will feel that they too can contribute positively towards the decisions that affect the achievement of organisational goals. This would further boost their confidence as they would feel as though they matter and are of value to organisation. Productivity would increase as the level of motivation of the employee increases. Both personal and professional growth would take place as the leadership style is focused on developing and empowering the employees. Well researched and effective decisions for the organisation would be possible as all impacted parties would be included in the decision-making process. This agrees with author Tait (2020) who states that the servant leadership is concerned with empowering the employee and ensuring that the employee grows their knowledge and expertise. Servant leaders are able to produce skilled and motivated employees. A contrasting view is shared by Herbert (2005), who states that the servant leadership style may result in a passive environment where it takes a long time to make decisions that are sometimes urgent for the organisation and employees may take advantage of the warm fuzzy leadership style. From the above points it is evident that employees need a leadership style that can cultivate their motivation levels. Although the servant leadership style is not always the most ideal to make decisions effectively, it does encourage employees to commit themselves and go the extra mile for the organisation.

Implications of the study suggest that employees are seeking to work in organisations where the leadership style fosters collaboration and growth which provides motivation and a sense of loyalty and accountability as an output. Organisations that seek to inspire and motivate their employees to do and be better should concentrate on a servant leadership style.

Question 3: Are there other factors that influence employee turnover?

- v. The absence of recognition of effort and lack of remuneration

According to Herzberg theory of motivation, employees are motivated by both internal factors such as rewards and recognition and external factors such as remuneration (Gleim, Business knowledge for internal auditing, 2019). This is suggested in the results received from the participants as they strongly suggest that the lack of acknowledgement and recognition for their handwork is one of the factors that may result in them finding the job dissatisfying and ultimately leaving. Recognition and acknowledgement drive a sense of motivation in the employee that they are contributing positively towards the achievement of the organisational goals and that their efforts do not go unnoticed. A similar view is shared by Lipman (2019) who states that some managers are not generous in providing employees with the acknowledgment and recognition that they deserve which results in employees switching jobs. A similar view is shared by Robbins (2019) who states that showing recognition to your employees is very important and that employees are likely to stay in such an organisation. Results also suggest that employees would also leave an organisation if they felt that they were not fairly remunerated as remuneration is seen as an act of reward for the handwork that an individual puts in the tasks allocated to them. This is agreement with Jaradat (2020) who states that unpaid employees usually struggle with meeting basic needs and may seek employment that provides better wages. A contradicting view is provided by Kabanda (2021), who states that remuneration is not the most important factor that employees would consider in deciding whether to stay or leave an organisation. From the views presented above it can be suggested that recognition and remuneration are regarded among other things as important in the retention of an employee within the organisation and are seen as a form of acknowledgement for the effort.

Implications of the study indicate that research results are in alignment to the literature explored and that in order for an organisation to thrive in retaining human capital, significant investments need to be made monetary wise or even in relation to recognising and acknowledging the hard work of an individual.

vi. Working environment sets the tone.

As stated by Herzberg's theory of motivation, one of the external factors that may have an impact on an employee's motivation and levels of satisfaction is a good working environment (Gleim, 2020). This was evident in the feedback received from participants which suggests that the absence of a healthy and encouraging work environment would result in employee turnover as most employees spend most of their time at work interacting with other employees whether onsite or remotely; therefore, a toxic environment would negatively affect their morale and increase counterproductive behaviour. The same view is shared by Author Slots (2022) who states that a toxic working environment may result in interpersonal conflicts, minimal employee engagement and high levels of burnout. The absence of employee inclusion in decision making and poor communication creates animosity amongst employees which may result in high turnover rates within organizations (Ng'ethe, 2012). From the findings presented and literature reviewed, it can be suggested that a working environment is where an employee spends most of their time and should therefore be healthy as the absence of a healthy working environment may result in hostility and employees ultimately leaving the organisation.

The findings shared indicate that work culture is essential in some of the critical factors that determine what makes an employee leave an organisation. This is in agreement with the literature analysed and this further implies that a healthy working environment breeds productivity and achievement of organisational goals. It further implies that organisations should invest in establishing a healthy work environment in order to reduce employee turnover.

5.1 Summary

The discussion section provided context in answering the research questions. It was evident that there is a linkage between the authoritative and servant leadership styles and employee turnover. The data further suggested that different leadership styles have different impacts on employee

morale. The chapter further elaborated on other factors that participants felt would make them leave an organisation such as rewards and recognition and the working environment.

CHAPETER 6: CONCLUSION, LIMITATIONS AND RECOMMENDATION

The purpose of this chapter is to provide the conclusion on the research questions, recommendations, limitations of the study and suggestions on future research opportunities.

6.1 Conclusion

Leadership plays a pivotal role within any organisation as it is able to provide strategic direction and set the tone at the top for the organisation and its people. It is crucial that organisations invest in understanding the type of leadership style that is most effective in achieving organisational objectives and ensuring that the organisation is able to retain and maintain its most valuable asset which is its employees.

The main objective of the research paper was to gain an understanding of the relationship between the authoritative and servant leadership style and employee turnover by answering the following research questions:

- i. Is there a linkage between leadership style and employee turnover?
- ii. What impact does leadership style have on employees?
- iii. Are there other factors that influence employee turnover?

In relation to the first research question, the literature implied that authoritative leadership had a positive relationship to employee turnover, whereas the servant leadership style had a negative relationship to employee turnover. This was supported by the findings which suggested that most employees prefer a leadership style that includes employees in decision making and regards an employee as an asset to the organisation.

Employees would most likely remain in an organisation that practices such a leadership style. Findings further revealed that employees would not be able to cope under strict and traditional working conditions that do not allow for flexibility and inclusion in decision making, it was also evident from the findings that the employees would eventually leave the organisation under such a leadership style.

In terms of the second question, literature indicated that authoritative leadership style has a negative impact on employees which may result in low employee morale and counterproductive behaviour. However, the leadership style is effective in instances where there is a crisis and urgent problem solving and decision making that is required. This agreed with the feedback received from the participants as the view was that employees who work under strict traditional leadership styles tend to be more stressed and frustrated and are less productive. Literature also indicated that a servant leadership style that drives inclusivity and values the employee tends to result in employees who have high morale, high levels of confidence and are able to thrive as they feel valued. This was supported by the findings which indicated that a servant leadership style tends to evoke high motivation and employees feel empowered and are inclined to be more committed to the organisation.

In response to the third question, literature stated that job satisfaction, working environment, communication, and organisational commitment are some of the factors that contribute to employee turnover. This agreed to the findings, which revealed that employees are motivated to leave an organisation that does not have a rewards and recognition system in place, that does not remunerate employees fairly and an environment that is considered toxic and does not foster growth and development and effective communication.

6.2 Limitations

The banking institution where the study was supposed to be conducted did not agree to be part of the study, therefore the participants that were used for the study were participants from other banking institutions within the country and individuals who have banking experience.

Due to the nature of some of the questions in the semi structured interview being open ended, participants were a bit unsure with regards to how to respond to some of the questions and often required guidance from the interviewer.

6.3 Recommendations

Future recommendations were based on the above findings and the literature review, and they are as follows:

In instances where an organisation is not going through a crisis management situation perhaps the traditional authoritative leadership style can be adjusted and adapted to include a combination of both the authoritative aspect in order to get things done and the servant leadership style in order to blend into the culture and expectations of the organisation and its employees. In today's working environment that consists of hybrid working arrangements and technological advances that allow employees to work almost anywhere, it would be more effective if the leader was to be more flexible and open minded in leading and trying out new methods that are appropriate for the current working environment setup. Employees are the jewels of any organisation; therefore, the leadership style should encourage an environment where employees feel valued and heard. Future research studies could explore strategies that can be implemented by an organisation in order to retain valuable employees within the organisation.

The organisation should ensure that its leaders are continually being developed by ensuring that the leaders are enrolled into training programmes that are aimed at improving their leadership style and equipping them with skills and techniques that will be useful and beneficial to leading employees with the organisation. Further studies can also explore how effective are leadership development courses/training in producing improved and effective leaders within today's working environment.

In instances where an organisation is already enforcing the authoritative leadership style and this is having a negative impact on an employee's professional wellbeing, mental health and turnover seems to be high, it would be advisable that the organisation implement solutions that begin to remediate the issues that are already in existence such as having an anonymous survey that is centred around leadership and culture expectations of the employees within the organisation and an understanding of what employees believe the organisation should improve on. Tangible action plans should be put in place to address issues identified in the survey together with timelines that the organisation should adhere to and be held accountable for.

For instances where certain leadership styles have resulted in a negative impact on an employee's morale and wellbeing, Employee wellness programmes should be established where employees are able to call or set up a meeting with a professional counsellor in order to assist with dealing with any challenges the employee may be faced with.

Organisations should implement effective rewards and recognition programmes that are geared towards positioning the employee as a valuable asset within the organisation so that they can feel that they matter and that they are valued. Initiatives such as recognising employee performance through a performance recognition award show and the recognition of significant work milestone events such as 10-year work anniversaries would assist in making employees within an organisation feel well recognised and rewarded. Where possible, year-end lunches and small gifts gestures would show appreciation and acknowledgement of the employee. Remuneration should be benchmarked to similar organisations to ensure that salaries are on a competitive scale and where possible, bonuses should be paid according to performance.

The organisation should consider mentoring programmes where senior management are given an opportunity to mentor the junior level employees. This will assist in building a relationship of trust between the leadership of the organisation and the employees. It will also create the idea that the organisation values the employees and would like to assist the employees in career development and progression. The mentoring initiatives will also open a two-way communication channel where feedback is received from senior manager to junior employee and from the junior employee to the senior manager.

In relation to a toxic working environment, organisations should aim at changing the “tone at the top” by trying to lead by example and setting up a healthy nontoxic work environment. This can be achieved by enforcing an open-door policy where employees are motivated to communicate any challenges or issues that they may be facing. The organisation can attempt to implement a feedback mailbox where feedback can be provided by employees anonymously with regards to challenges being faced and suggestions on areas of improvement that the organisation should consider. Initiatives which encourage union within teams such as team buildings should be performed in order to build better relationships in and outside of the organisation.

6.4 Future research. `

The purpose of the study was to explore the relationship between the authoritative and servant leadership style and employee turnover within the banking industry. Future studies can try and explore the relationship between other leadership styles and employee turnover within other industries.

The study focused on specific leadership styles and their connection to employee turnover, perhaps further studies can focus on what leadership style is most suitable for the organisations post covid-19 considering that both working conditions and methods of working have changed significantly.

One of the areas of impact that was identified by participants in the study was rewards and recognition being vital in the workplace, perhaps future studies can explore the relationship between rewards and recognition and employee retention and what is deemed sufficient rewards and recognition in today's working environment.

6.5 Summary

Chapter 6 provided insights into the conclusion of the study and future recommendations around improving the leadership styles within organisations through training and allowing suggestions or feedback from the employees. Recommendations were also made on how to improve the rewards and recognition systems and possible ways of creating an environment that is conducive and free of hostility and toxicity. Limitations around the gathering of data were also included in the chapter together with possible future research opportunities in relation to the topic.

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APPENDIX 1: RESEARCH INSTRUMENT

Semi structured interview schedule

Research question 1: Is there a linkage between leadership style and employee turnover
1.What is your ideal preferred leadership style?
2.Would you be able to work in an organisation where the leader believes in serving the employees and encourages participation in decision making?
3.Would you be able to work in an environment where the leader enforces traditional strict ways of working and just issues instruction and commands with minimal regard to your point of view?
Research question 2: What influence does leadership style have on employees?
4.What impact would it have on you if you worked with a leader who exerts control over you and makes all the decision without prior consultation?

5.what impact would it have on you if you worked for a leader who puts your needs first and is interested in your personal growth and development?

Research question 3: Are there other factors that influence employee turnover?

6.What are the factors that would cause job dissatisfaction?

7.What type of working environment would make you leave an organisation?

8.What would you say are the factors that would decrease/negatively impact your commitment/loyalty to your organisation?

9.How would you describe ineffective communication within an organisation?

APPENDIX 2: ETHICS CLEARANCE

Graduate School of Business Administration
University of the Witwatersrand, Johannesburg



Wits Business School Ethics Committee
Constituted under the University Human Research Ethics Committee (Non-Medical)

Ethics Clearance Certificate

Ethics protocol number: WBS/BA2005231/597
This certificate is only valid with a legitimate ethics protocol number and signed by the Researcher (below)

This certificate is only valid if accompanied by formal permission from the relevant stakeholder(s).

Project title The relationship between leadership style and employee turnover in the South African banking industry

Investigator / Researcher Miss Kegaugetswe Thusago

Nature of Project MBA (Research Article)

Decision of the Committee Approved, provided stakeholders and participants are guaranteed confidentiality.

Issue Date of Certificate 2023/11/30

Expiry date Date of submission of the project / research report

Chairperson Dr Pius Oba
☎ +27 11 717 3976
☎ +27 82 733 6587
✉ pius.oba@wits.ac.za

Declaration by Researcher

One copy must be signed by the Researcher and returned to the Chairperson of the Wits Business School Ethics Committee.

I fully understand the conditions under which I am authorized to carry out the abovementioned research and I guarantee to ensure compliance with these conditions. Should any departure to be contemplated from the research procedure as approved I undertake to resubmit the protocol to the Committee.

Signature

280224

Date:

APPENDIX 3: CONSENT FORM

Consent Form

Title of project: The relationship between leadership style within an organization and employee turnover within the South African banking industry.

I, ... agree to participate in this research project.

I agree to the following:

(Please circle the relevant options below)

The research study was explained to me. I understand what this study is about.	YES	NO
--	-----	----

I understand that I can volunteer to take part in the study	YES	NO
---	-----	----

I agree that the interview may be audio recorded	YES	NO
--	-----	----

I agree that direct quotations from my interview may be used by the researcher in their research report	YES	NO
---	-----	----

I agree that my participation will remain anonymous (my name or other identifying data will not be used by the researcher in their research report)	YES	NO
---	-----	----

..... (signature)

..... (name of participant)

..... (date)