



Journal of Economics, Management, Accounting and Computer Applications

journal homepage: <https://jemaca.aks.or.id/index.php/jemaca/index>

The Role of Leadership Styles In Employee Engagement and Retention

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Article Info

Keywords:

*Leadership style
Employee Engagement
Employee Retention*

ABSTRACT

The purpose of this study is to explore the influence of leadership styles on engagement and retention within an organization, using a case study of the Glawan Village Government, Pabelan Subdistrict, Semarang Regency. Employing a qualitative research approach, semi-structured interviews were conducted with 15 to 20 individuals in the Glawan Village Government to gain insights into their experiences and perspectives on leadership practices. Participants were selected using purposive sampling to ensure they had substantial experience with leadership and engagement. Data were analyzed through thematic analysis, which helped identify key themes and patterns related to the effects of leadership on engagement and retention in the Glawan Village Government. Findings reveal that transformational and servant leadership styles significantly positively impact engagement and retention in the Glawan Village Government. Individuals under such leaders reported higher levels of motivation, job satisfaction, and loyalty. In contrast, transactional leadership was found to have a more limited effect on engagement, as it primarily focuses on task completion and performance rewards without fostering deeper emotional connections. Those working under transformational and servant leaders in the Glawan Village Government described feeling valued, supported, and connected to the organization, leading to higher engagement and stronger intentions to remain with the organization. This study highlights the importance of adaptive leadership practices that meet the evolving expectations of a diverse workforce in the Glawan Village Government, particularly in promoting a positive work culture and providing opportunities for personal development. These insights contribute to academic research and practical recommendations for the Glawan Village Government in their efforts to enhance engagement and reduce turnover through effective leadership.

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1. INTRODUCTION

Employee engagement and retention are increasingly recognized as critical factors for organizations, including the Glawan Village Government, Pabelan District, Semarang Regency, which strives to achieve sustainable growth and competitive advantage in today's rapidly evolving business environment. Engaged employees are not only more productive but also demonstrate greater creativity, commitment, and alignment with organizational goals, driving overall success [1]–[4]. However, retaining top talent has become a pressing challenge for the Glawan Village Government due to increased job mobility, globalization, and shifting expectations of a multi-generational workforce. Employees now seek more than just financial rewards; they value meaningful work, a supportive work culture, and leadership that fosters personal and professional growth[5]–[8].

Leadership style, therefore, plays a crucial role in influencing these dynamics within the Glawan Village Government, shaping the extent to which employees feel motivated, valued, and aligned with the organization's vision [9], [10]. Transformational leadership, characterized by inspiration, empowerment, and innovation, has been shown to enhance employee morale and loyalty, while transactional leadership, which focuses on structure and performance monitoring, may yield varying outcomes depending on the context[11]–[15]. Additionally, leadership that prioritizes empathy and adaptability is becoming increasingly vital in addressing the unique challenges of diverse teams[5], [16]–[18] and ensuring employee well-being in the Glawan Village Government.

Despite numerous studies linking leadership to engagement and retention, the Glawan Village Government often struggles to identify and implement leadership practices that meet the evolving needs of the workforce. Understanding the nuanced impact of leadership styles in the Glawan Village Government, Pabelan District, Semarang Regency, is essential to cultivating a motivated, satisfied, and committed workforce in this era of unprecedented workplace transformation [19], [20].

This study aims to explore the intricate relationship between various leadership styles and their impact on employee engagement and retention, two critical factors for organizational success in the Glawan Village Government, within an increasingly competitive business landscape. By examining how these leadership styles influence key aspects such as employee motivation, job satisfaction, sense of belonging, and long-term commitment, this research seeks to uncover actionable strategies that leaders in the Glawan Village Government can implement to address the diverse needs of their teams. Special attention will be given to understanding how leadership can adapt to contemporary challenges faced by the Glawan Village Government, such as managing remote teams, addressing the expectations of younger generations, and fostering inclusivity in an increasingly diverse workplace.

Employee engagement and retention are significant challenges for the Glawan Village Government in maintaining a competitive edge and achieving long-term success. Although much research has been conducted on leadership styles, significant gaps remain in understanding how specific styles such as transformational, transactional, and servant leadership directly influence engagement and retention within the organizational contexts of the Glawan Village Government. Furthermore, the rapid changes in workforce demographics, the emergence of remote work, and evolving employee expectations have further complicated the ability of Glawan Village leaders to effectively inspire, motivate, and retain top talent. This research seeks to address these gaps by exploring the following research question: How do different leadership styles influence employee engagement and retention in the Glawan Village Government, Pabelan District, Semarang Regency, and which leadership practices are most effective in fostering a motivated and committed workforce in today's dynamic work environment? .

2. RESEARCH METHOD

The Role of Leadership Styles in Employee Engagement

Leadership significantly influences employee engagement by shaping how employees perceive their work environment, tasks, and relationships with their leaders. Transformational leadership has been particularly praised for its ability to inspire employees to exceed expectations by focusing on a shared vision, personal growth, and fostering a sense of purpose within the organization [21], [22]. This leadership style encourages employees to take ownership of their roles and promotes an emotional connection with their work, which is why it is often linked to high levels of engagement and job satisfaction. In contrast, transactional leadership, which is more focused on task completion and adherence to rules, offers extrinsic rewards for performance, but it does not necessarily foster a deep emotional investment in the organization (Book, 2019). As a result, while transactional leaders may ensure efficiency, their leadership style tends to have limited impact on long-term engagement. On the other hand, servant leadership, which places a strong emphasis on empathy, listening, and the development of employees, builds trust and a sense of community, leading to an engaged workforce that feels valued and supported. Research consistently supports that leadership

approaches that emphasize employee empowerment, recognition, and support lead to greater engagement, as employees feel more connected to their roles and the organization's mission, resulting in improved productivity, job satisfaction, and commitment [23].

Leadership Styles and Employee Retention

Employee retention has become a key focus for organizations aiming to maintain stability and reduce the costs associated with turnover [24]–[26]. Leadership styles are a critical factor in retaining talent, as leaders who align their behaviors with employees' needs can foster loyalty and reduce attrition rates. Research indicates that transformational leadership, which promotes employee development and recognizes individual contributions, is strongly linked to higher employee retention. Transformational leaders build emotional connections with employees, which strengthens organizational commitment and enhances retention [27], [28]. On the other hand, transactional leadership may fail to address employees' emotional needs and long-term career aspirations, often leading to disengagement and higher turnover rates [29], [30]. A more recent concept, authentic leadership, which emphasizes transparency, integrity, and ethical behavior, has also been shown to positively impact employee retention, as employees are more likely to stay in organizations where they trust their leaders and feel their values align [25], [31], [32]. These studies demonstrate that effective leadership styles can play a pivotal role in retaining employees by creating a supportive and engaging work environment.

The Intersection of Leadership, Employee Engagement, and Retention

While leadership styles individually affect employee engagement and retention, the interaction between these two factors further complicates the dynamics of organizational outcomes. Employee engagement has been identified as a key mediator between leadership and retention, suggesting that engaged employees are more likely to remain with the organization [33], [34]. Leaders who exhibit behaviors that foster engagement such as providing clear direction, recognizing achievements, and encouraging professional growth create an environment where employees feel motivated to stay [35]. Furthermore, the alignment of leadership styles with employee values and organizational culture can enhance both engagement and retention [36], [37]. For instance, leaders who adapt their style to meet the diverse needs of a multigenerational workforce are more likely to foster higher engagement levels and improve retention rates. Additionally, research suggests that leadership's role in fostering psychological safety and promoting work-life balance can directly impact employee wellbeing, further influencing their decision to stay with an organization [38]. Thus, understanding the intersection of leadership, engagement, and retention is crucial for organizations seeking to create a thriving and loyal workforce.

This study employs a qualitative approach to explore in depth the relationship between leadership styles, employee engagement, and retention within the Glawan Village Government, Pabelan District, Semarang Regency. The objective is to capture the complexity and nuances of these interactions through rich, firsthand accounts from permanent employees and leaders. By conducting semi-structured interviews with permanent employees and leaders in the Glawan Village Government, the study seeks to gather detailed and subjective insights into how leadership behaviors influence employee motivation, satisfaction, and long-term commitment to the organization. Semi-structured interviews provide flexibility, allowing participants to openly express their personal experiences and reflections on leadership styles while addressing key topics relevant to the research objectives.

Purposive sampling was used to select participants in the Glawan Village Government with substantial experience related to leadership and employee engagement, ensuring that the data collected is relevant and insightful. Permanent employees provide valuable perspectives on how leadership impacts their engagement, job satisfaction, and retention decisions, while leaders offer insights into their leadership practices and the challenges they face in fostering employee loyalty and motivation. To ensure balanced perspectives, the sample includes an equal number of permanent employees and leaders, totaling approximately 15 to 20 participants, drawn from similar work units within the Glawan Village Government to maintain consistency in organizational-specific factors. This design enables a comprehensive understanding of how different leadership styles impact employee behavior, providing a foundation for actionable recommendations to improve organizational practices related to leadership, engagement, and retention.

Data collection for this study was primarily conducted through semi-structured interviews with permanent employees and leaders of the Glawan Village Government, Pabelan District, Semarang Regency. This method facilitated open conversations, allowing participants to share detailed and honest responses in their own words. Permanent employees were asked to reflect on their personal experiences working under various leadership styles within the Glawan Village Government, with particular attention to how these styles influenced their levels of engagement, job satisfaction, and overall decisions regarding their tenure in the organization. This approach enables the study to capture a range of individual experiences and perspectives on the impact of leadership on motivation and retention.

On the other hand, leaders in the Glawan Village Government were asked about their leadership practices, the strategies they use to engage and motivate their teams, and the challenges they face in retaining top talent. Interviews were conducted flexibly, either face-to-face or via online platforms, depending on participant availability, ensuring convenience and accessibility for all informants. To ensure accuracy and maintain data integrity, all interviews were audio-recorded with prior consent, allowing for precise transcription and subsequent analysis.

Thematic analysis was used as the core method for analyzing the data collected from the Glawan Village Government, involving a systematic process of coding and categorizing responses into themes such as leadership behaviors, motivational influences, employee satisfaction, and challenges related to retention. This method of analysis enables the identification of recurring patterns and contrasts in the perspectives of permanent employees and leaders within the Glawan Village Government, offering a rich and comprehensive understanding of how different leadership styles impact employee engagement and retention.

By including both permanent employees and leaders of the Glawan Village Government as informants, this study aims to provide a holistic perspective on the subject, offering valuable insights that can inform both academic research and practical organizational strategies aimed at improving leadership, employee engagement, and retention.

3. RESULTS AND DISCUSSION

The analysis of semi-structured interviews revealed several key themes regarding the influence of leadership styles on employee engagement and retention within the Glawan Village Government, Pabelan District, Semarang Regency. These themes were consistent among permanent employees and leaders, although differences in perspectives between the two groups were observed.

The study included a total of 18 participants from the Glawan Village Government, consisting of 10 permanent employees and 8 leaders. The demographic profile of participants is presented in Table 1.

Table 1. Demographic Profile of Research Participants

Demographic Characteristic	Category	Number of Participants
Gender	Male	10
	Female	8
Age	25-35	5
	36-45	8
	46-55	4
	>55	1
Education Level	High School	3
	Diploma	4
	Bachelor's	9
	Master's	2
Work Experience (years)	01-May	3
	06-Oct	6
	Nov-15	5
	>15	4
Position	Employee	10
	Leader	8

Source : data processed, 2025

The demographic profile of the research participants reflects a fairly representative diversity in the context of employment studies. With a relatively balanced gender ratio (55.6% male and 44.4% female), the study demonstrates an effort to include perspectives from both genders. The age distribution illustrates a workforce pattern dominated by mid-career professionals (36–45 years old), indicating a focus on a group that combines both energy and experience. The participants' education level, with the majority holding a bachelor's degree (50%), reflects the characteristics of an educated workforce, while still including perspectives from various educational backgrounds. The relatively even distribution of work experience, ranging from beginners to seasoned professionals, allows the study to capture insights from various career

stages. The balance between employees (55.6%) and leaders (44.4%) enables the research to reflect organizational dynamics from both viewpoints. Overall, this profile indicates a sufficiently diverse sample to produce comprehensive insights, despite the relatively small number of participants (18 people).

Following thematic analysis of the interview data, five major themes emerged regarding the relationship between leadership styles and employee engagement and retention. These themes are presented and discussed below, incorporating both empirical findings and connections to existing literature.

1. The Impact of Transformational Leadership on Employee Engagement

Transformational leadership emerged as the most influential style for fostering employee engagement within the Glawan Village Government. Employees working under transformational leaders consistently reported higher levels of motivation, job satisfaction, and emotional connection to their work. The four key elements of transformational leadership—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—were all evident in the responses.

One employee with 8 years of experience stated:

"... My supervisor doesn't just tell us what to do; she inspires us with her vision for what our department can achieve for the community. She makes me feel that my work has real purpose in serving Glawan Village residents. When I face challenges, she encourages me to think creatively rather than following rigid procedures."

Another employee emphasized the personal development aspect:

"... What makes me truly engaged in my work is that my leader takes genuine interest in my professional growth. He regularly discusses my career aspirations and provides opportunities for me to develop new skills that align with both my interests and the village government's needs."

Leaders who identified themselves as practicing transformational leadership highlighted specific strategies they employ to enhance engagement. A senior leader with 12 years of experience explained:

"...I make it a priority to communicate the 'why' behind every major initiative. When employees understand how their individual contributions connect to our broader mission of serving Glawan Village, they bring more energy and commitment to their work. I also regularly recognize individual achievements in team meetings."

These findings align with previous research [40], who found that transformational leadership creates an environment that fosters intrinsic motivation and organizational commitment. The current study extends this understanding by demonstrating how transformational leadership practices in a public sector context like the Glawan Village Government manifest in enhanced emotional investment in work and stronger alignment with organizational goals..

2. Transactional Leadership and Its Limited Impact on Engagement

The study revealed a clear contrast between the effects of transformational and transactional leadership styles on employee engagement at the Glawan Village Government. While transformational leadership fostered deep emotional connection and commitment, transactional leadership was associated with more limited engagement focused primarily on meeting immediate performance targets.

Employees under transactional leaders described their work experience in notably different terms:

"... My supervisor is clear about what needs to be done and the rewards for meeting targets. I know exactly what's expected of me, which helps me perform my duties efficiently. However, I often feel like I'm just checking boxes rather than contributing to something meaningful."

Another employee with 5 years of experience noted:

"... The relationship with my manager is straightforward—I complete assigned tasks, and in return, I receive recognition and benefits. While this system works for getting things done, it doesn't make me feel particularly passionate about my work or connected to the larger purpose of serving our community."

Leaders who employed transactional approaches acknowledged both strengths and limitations of this style:

"... When we have clear deadlines and compliance requirements, a structured approach with defined expectations and consequences works effectively. However, I've noticed that this doesn't necessarily inspire employees to go above and beyond their formal responsibilities or to feel emotionally invested in our mission."

The effectiveness of transactional leadership appeared situational, being more valuable in contexts requiring strict adherence to regulations and standardized procedures—common requirements in

government operations. However, it was less effective in creating the sense of purpose and emotional connection that drives long-term engagement.

This finding supports research [35], who found that transactional leadership may achieve short-term objectives but fails to foster sustained employee engagement or organizational commitment. The current study builds on this understanding by illustrating how the performance-reward emphasis of transactional leadership, while efficient for task completion in local government settings, creates a more calculated rather than emotionally invested approach to work..

3. Servant Leadership and Employee Retention

Servant leadership emerged as having the strongest positive impact on employee retention within the Glawan Village Government. This leadership style, characterized by prioritizing employees' needs, active listening, and supporting personal and professional growth, created strong emotional bonds that significantly influenced employees' intentions to remain with the organization.

Employees working under servant leaders consistently expressed stronger loyalty and commitment:

"...My department head genuinely puts our needs first. During the recent budget constraints, she advocated strongly for our team's resources and professional development opportunities. This makes me feel valued in a way that no amount of compensation alone could achieve, and it's a major reason why I've remained in this position despite having other opportunities."

A younger employee (29 years old) emphasized the trust aspect:

"... What makes me want to stay is that my leader trusts me with meaningful responsibilities and supports me even when I make mistakes. This creates a safe environment where I can grow professionally without fear. I've had offers from private sector companies with better pay, but the supportive leadership here makes a huge difference in my decision to stay."

Leaders practicing servant leadership described their approach to retention:

"... I believe that to retain valuable team members, you must first understand their personal and professional goals, then find ways to align these with organizational objectives. I regularly have one-on-one conversations with my team members about their career aspirations and challenges. When employees feel their leader genuinely cares about their success and wellbeing, they develop a deeper connection to the organization."

The findings revealed that servant leadership was particularly effective for retention because it addressed employees' needs for recognition, personal growth, and meaningful work—factors increasingly valued by the workforce, particularly among younger employees in the Glawan Village Government.

These results align with research [23], who found that servant leadership builds trust and a sense of community, leading to stronger organizational commitment. The current study extends this understanding by demonstrating how servant leadership in a local government context creates emotional bonds that significantly influence retention decisions, even when competing opportunities offer better compensation..

4. Challenges in Leadership and Employee Retention

Both leaders and employees identified significant challenges in balancing task-oriented leadership demands with relationship-building efforts, particularly in the context of limited resources and increasing service demands faced by the Glawan Village Government.

Leaders described specific tensions they experience:

"... As a department head, I'm constantly pulled between meeting service delivery targets and administrative requirements on one hand, and investing time in mentoring and supporting my team on the other. When deadlines are tight, it's tempting to default to a more directive approach focused solely on task completion, even though I know this may affect engagement in the long run."

Another leader highlighted systemic challenges:

"... Our performance metrics and evaluation systems primarily measure task completion and efficiency, with less emphasis on team development and employee wellbeing. This creates institutional pressure to prioritize transactional leadership approaches over transformational or servant leadership styles that take more time but yield better long-term results."

Employees confirmed the impact of these challenges on their engagement and retention:

"... I understand when my supervisor needs to focus on getting things done, especially during busy periods. However, when this becomes the permanent leadership style with little attention to our development or wellbeing, it definitely affects my motivation and commitment to stay."

This finding builds on research [5] regarding leadership competencies during challenging times, revealing how resource constraints and performance pressures in local government settings can create tensions between short-term task orientation and long-term relationship building. The study

highlights that while both aspects of leadership are necessary, finding an effective balance is essential for maintaining both operational efficiency and employee engagement.

5. Employee Expectations and Leadership Adaptation

The study revealed significant generational differences in leadership preferences and expectations among employees at the Glawan Village Government, highlighting the need for adaptive leadership approaches to effectively engage and retain a multigenerational workforce.

Younger employees (25-35 age group) consistently emphasized different priorities in their expectations of leaders:

"... I value leaders who embrace technology, provide regular feedback, and offer flexibility in how I approach my work. I need to understand the purpose behind tasks and want to contribute ideas rather than simply following directions. Work-life balance is also non-negotiable for me."

In contrast, employees from older generations (46+ age group) expressed somewhat different preferences:

"... I appreciate clear structure and defined processes. While I value autonomy, I also respect hierarchical decision-making. Recognition for experience and loyalty is important to me, and I prefer face-to-face communication over digital channels."

Leaders acknowledged these generational differences and described strategies for adapting their leadership approaches:

"... Leading effectively today requires understanding that different generations have distinct communication preferences and work values. With younger team members, I've learned to provide more context about why tasks matter, offer more frequent feedback, and be more flexible about when and how work gets done. With more experienced staff, I make sure to acknowledge their expertise and institutional knowledge."

Another leader emphasized the importance of individualized approaches:

"... Rather than applying broad generational stereotypes, I try to understand each team member's individual preferences. I've found that creating opportunities for cross-generational mentoring benefits everyone—younger employees gain from the experience of senior staff, while veteran employees learn new perspectives and technical skills."

This finding extends research [26] on generational differences in workplace preferences, providing specific insights into how leadership adaptation in a local government context can address diverse expectations. The study highlights that successful leaders in the Glawan Village Government customize their approach based on individual and generational preferences rather than applying a single leadership style across all employees.

The findings of this study provide compelling evidence of the significant impact leadership styles, particularly transformational leadership and servant leadership, have on employee engagement and retention within the Glawan Village Government, Pabelan District, Semarang Regency. These results underscore the importance of leadership approaches that foster emotional connections, trust, and personal development, as these factors are closely tied to increased employee satisfaction and commitment.

Transformational leadership emerged as a primary driver of employee engagement at the Glawan Village Government, supporting existing literature that emphasizes the inspirational and supportive impact of such leadership on motivation and job satisfaction [39], [40]. Employees under transformational leaders reported higher levels of engagement, highlighting the importance of leaders who encourage creativity, provide individualized support, and cultivate a shared sense of purpose within the organization. This aligns with previous research indicating that transformational leadership creates a work environment that nurtures intrinsic motivation and organizational commitment [41]. Leaders who emphasize personal growth and recognition were found to have a profound effect on employees' emotional attachment to their roles, leading to greater job satisfaction and a higher likelihood of retention.

Conversely, the study revealed that transactional leadership had a more limited impact on employee engagement at the Glawan Village Government. Employees under transactional leaders noted that while this leadership style was effective in ensuring task completion and achieving performance goals, it lacked the emotional support and motivation necessary to foster deep engagement. Transactional leadership, with its focus on reward-based systems and rule enforcement, often failed to meet employees' intrinsic needs, such as personal development and connection with the organization's long-term vision. These findings align with research [42], which found transactional leadership to be more effective in achieving short-term objectives but less impactful in fostering sustained employee engagement or long-term organizational commitment. Employees reported that transactional leaders, while effective in meeting performance targets, did not inspire

the same level of dedication or loyalty as transformational leaders, resulting in lower engagement levels and, in some cases, higher turnover intentions.

Servant leadership emerged as another influential factor in employee retention at the Glawan Village Government, with both employees and leaders highlighting its positive effects on building trust and loyalty. Employees working under servant leaders felt valued, supported, and empowered, contributing to stronger emotional bonds with the organization. The servant leadership focus on employee well-being, active listening, and support for personal and professional development aligns with research emphasizing that leaders who prioritize their employees' needs foster a sense of belonging and commitment. This study supports the notion that servant leadership is highly effective in retaining employees, particularly in environments where trust, collaboration, and long-term relationships are prioritized. Employees who described working under servant leaders often expressed their intention to stay with the organization due to the care and respect they received, indicating that servant leadership plays a key role in enhancing employee retention rates.

However, this study also revealed several challenges faced by employees and leaders concerning leadership and retention at the Glawan Village Government. Leaders expressed difficulties in balancing task-oriented leadership with efforts to build relationships, particularly in high-pressure environments where performance outcomes take precedence. The tension between achieving organizational goals and providing individual attention to employees is a common challenge faced by leaders across sectors. These challenges underscore the importance of leadership flexibility, as leaders who can adapt their approaches to meet organizational demands and employees' emotional needs are more likely to successfully engage and retain their workforce. Meanwhile, employees emphasized the importance of consistency in leadership, noting that inconsistent or overly task-focused leadership led to disengagement and weakened emotional connections with the organization. These findings suggest that while leadership styles are crucial in shaping employee engagement and retention, leaders must also be mindful of the broader organizational context and challenges that can impact their ability to implement effective leadership practices.

The need for leadership adaptation to meet the evolving expectations of the workforce was another key finding at the Glawan Village Government. Employees, particularly younger generations, emphasized the importance of work-life balance, career development opportunities, and a positive organizational culture. These expectations have become increasingly prominent in recent years, reflecting broader shifts in workforce demographics and values. The study indicates that employees are increasingly seeking leaders who are responsive to their personal and professional needs and who demonstrate flexibility in their leadership approaches. Leaders who recognized these shifting dynamics and were willing to adjust their leadership styles reported higher employee satisfaction and retention levels. These findings reinforce the importance of leaders being attuned to the diverse needs of their employees, especially in a multi-generational workforce where different age groups may have varying expectations and preferences regarding leadership styles and working conditions. Tailoring leadership practices to meet these needs is essential for retaining a motivated, engaged, and loyal workforce in the contemporary business environment at the Glawan Village Government.

4. CONCLUSION

This study provides compelling evidence of the influence that leadership styles have on employee engagement and retention within the Glawan Village Government. Leadership approaches that emphasize employee development, personal connection, and support foster environments where employees feel valued, motivated, and committed. Transformational leadership drives engagement through vision, inspiration, and individualized attention, while servant leadership strengthens retention by building trust, demonstrating care, and prioritizing employee wellbeing. In contrast, transactional leadership showed limited impact on long-term engagement, though it remains relevant in contexts requiring structure and clear expectations. Despite these insights, the study has limitations. The small sample size limits the generalizability of the findings. Additionally, data were collected from a single village government, which may not reflect broader public sector dynamics. The study also relied solely on qualitative methods, which may introduce subjectivity. These findings underscore the importance of leadership development programs that equip leaders to adapt their styles to changing employee needs while maintaining core values. Future research should adopt mixed-methods approaches and examine variations across departments or regions to provide deeper understanding of how leadership influences employee behavior and decision-making. This would enhance both theoretical frameworks and practical strategies for effective leadership in public organizations.

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