

# Leadership Style and Employee Commitment in Petron Panabo City Davao Del Norte

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**Abstract**— This study examined to determine the significant relationship between Leadership Style and Employee Commitment in Petron Panabo City Davao del Norte. The independent variable is Leadership Style, the indicators used in the study are Directive, Supportive, Participative, and Achievement-Oriented leadership style with overall mean of the 4.78 classified as 'very high'. In relation to their engagement, the dependent variable is employee commitment along with the indicators used are Identity with the organization, willingness to stay and organizational loyalty with overall mean of 4.86 and labeled as 'very high'. The researchers used a quantitative, non-experimental and correlational design, with 24 employees participate to examine the relationship between Leadership style and employee commitment in Petron in Panabo City. The statistical tool used in this study were weighted mean and Pearson-r. The computed r-value is 0.572\*\* and is associated with p-value of 0.004 less than 0.05. The result is rejected, therefore there is significant relationship between Leadership Style and Employee Commitment in Panabo City.

**Keywords**— Leadership Style and Employee Commitment and Quantitative Research.

## I. INTRODUCTION

In today's fast-paced environment, organizations face a high turnover rate due to better job opportunities offered in other industries, which is a persistent problem in a competitive market, including employee commitment. Employees often deal with significant stress and pressure, particularly from customers and managers. As a result, many employees feel that the effort they invested is not being recognized or rewarded in return for their hard work, and some of them consider quitting their jobs and leaving the industry (Stamolampros, Korfiatis, Chalvatzis, and Buhalis, 2019, p.130). Both private and government sectors constantly face challenges in maintaining productivity and building a committed employee. An organization cannot reach its highest potential unless every employee is dedicated to the company's goals and objectives (Estigoy, Sulasula, and Guodu, 2020, p.160-171). When managers give unfair treatment to employees, it can lead to disloyalty and a decrease in commitment (Fatima and Ali, 2022, p.2979-2995).

Employee commitment is very important because it shows how loyal and dedicated employees are to their work and to the company. When employees are committed, they are more likely to stay in their jobs, work harder, and help the organization succeed. Recent studies have shown that high employee commitment can lead to better job performance and lower turnover rates (Albrecht, Breidahl and Marty, 2019, p.2-19). Another study found that committed employees are more engaged and motivated in the workplace. This shows how important it is for organizations to focus on improving employee commitment, especially by looking into factors like leadership style (Ismail and Elshaer, 2021 p.70-84).

One reason why employees stay in a company for a long time is mostly because of the kind of leadership they experience. Good managers help employees feel better at work; it's the leaders who truly make them want to stay. This occurs when leaders support employees' growth alongside the company (Gratton, 2024). It also emphasizes that leaders should make it clear that the company's success depends on the

success of its workers, keep everyone informed, and share a clear and compelling plan for the future that motivates employees to stay committed to their work. In order to maintain employee commitment, it is important to build strong relationships with the manager and employees. Employees that are dedicated to their work are less likely to leave the organization. As a result, workers are motivated to stay with the company not just for the money but also because they sincerely care about its success and future (Joo and Lee 2019, p.798-816). Dedicated employees are willing to go above and beyond the call of duty in order to get the desired results (Ahmad and Chowdhury, 2021, p.179-197).

The theory states that employee commitment reflects the type of leadership style present in an organization. Existing research has shown that there is a significant relationship between leadership style and employee commitment (Abasilim, Gberevbie, and Osibanjo, 2019, p.278-285). The relationship between the two variables was found helpful in studies by many researchers. Managers are valuable in overseeing staff members, as they can influence organizational commitment to the company (Rahman and Mohd Deris, 2019, p.261-267).

This study addresses a significant research gap in organization and management by conducting a correlational investigation between leadership style and employee commitment, particularly in Petron. A committed employee not only remains loyal to the management but also helps the organization achieve its objectives and goals. The necessity to conduct this study is to establish the need to understand the effect of various leadership styles, such as directive, supportive, participative, and achievement-oriented, affecting the employee commitment inside the company of Petron. This research helps the existing study provide supporting evidence on how leadership styles strengthen employee commitment.

The independent variable in this study is leadership styles. Leadership is important for managing and guiding both employees and the organization. It includes a combination of a leader's attitude, behavior, and skills, which are shaped by their values and goals,

as well as how they handle different situations with their employees (Karia and Abu Hassan Asaari, 2019, p.903- 919). Leaders perform different leadership styles based on their personality and the situation. As stated, (Ren & Chadee, 2020, p.1987-2005), a leader's style acts as a clear reflection of who they are, as it's the primary way others perceive and participate with them. Over time, different leadership styles have been developed, and tend to balance between focusing on the job and focusing on the employees (Wen, Ho, Kelana, Othman, and Syed, 2019, p.55-65).

Leadership styles have a big impact on small businesses and also on large corporations. These styles affect everyone, from top management to even the new entrants. They build the company culture that affects how employees are organized and perform in terms of accomplishing deadlines. A leader's behavior and approach towards control and management inside the company are referred to as their manner of leadership. Effective leaders lead to employees being committed to the organization, while organizational commitment refers to employee behaviors and the level to which they support the organization and its aims; leadership style is closely related to the actions taken by the leader (Nahak and Ellitan, 2022, p.604-609).

The leader's position holds crucial influence within a company, as their decisions, behavior, and leadership style shape the direction and success of the organization. Leaders are responsible for setting goals, driving strategy, and making key decisions that directly influence the company's goals and strategies. Thus, there is no doubt that leadership style is strictly related to organizational commitment. A leader's personality can deeply influence the organizational culture (Aboramadan and Dahleez, 2020, p.869-893).

The first indicator in this study is a Directive, which gives employees a clear guide and instructions in order to know exactly what they are expected to do. The leader uses the directive style by providing specific rules, procedures, and expectations, especially when the task is unclear (Firdaus, Sukardi, Dante, and Wibawa, 2019, p.3194-3198). A directive leadership style is best used when goals or objectives are unclear or the employee is new to the task. This approach helps

employees stay committed and focus on specific goals, and on the other hand, it may create dependency and creativity (Suzeno, Indrawan, and B, 2024, p.2097-2106).

The second indicator of this study is the Supportive, which shows care and consideration for employee's needs and well-being. This means managers should act in ways that help employees have confidence in themselves and provide regular feedback on their work (Kim, Atwater, Jolly, Ugwuanyi, Baik, & Yu, 2021). A manager should not only give responsibilities to the team but also make sure they get the resources, support, and direction they require to be successful (Makambe and Moeng, 2020, p.39-50).

The third indicator of this study is Participative, which actively includes employees in identifying important goals and developing strategies to achieve the goals. These leaders involve employees in decision-making and foster an environment where employees are encouraged to be creative and allow them to use their talents and skills effectively (Chan, 2019, p.319-333). The last indicator of this study is Achievement-oriented. This type of leader is driven by a strong desire to complete task quickly and successfully. They are also striving to maintain high standards of quality and develop creative, more efficient ways to finish task. Additionally, they encourage people to push themselves to the limit and perform at a greater level by setting high standards for performance. More often than not, leaders focus more on the achievements of their team members than on their demands. Instead of focusing on their needs, leaders usually focus more on the achievements of their team members. They foster an environment of trust and motivate employees to develop their skills, resulting in more productive performance (Mwaisaka, K'Aol, and Ouma, 2019, p.45).

The dependent variable of this study is employee commitment. An employee who stays with a company and has the willingness to work hard to achieve objectives. An employee's motivation at work will increase when the company gives him/her what they deserve. However, if their task is repetitive in nature, the employee might feel uneasy, especially when the

pay does not meet their demands (Saputra and Mahaputra, 2022. p. 762-772). Additionally, employee commitment refers to how much a worker feels a sense of belonging to the firm and how eager they are to help achieve the goals and objectives that the business has established. Additionally, how a person carries out their job responsibilities might reveal their sense of passion and loyalty to the company. (Abasilim, Gbervbie, and Osibanjo, 2019, p.2).

Moreover, the first indicator of the dependent variable is Identity with the organization. Employees are more dedicated to their jobs when they have a strong sense of belonging to their company or their line of work. They are more likely to stay around, be devoted, and put in more effort if they believe that their values align with those of the organization (Afshari, Young, Gibson, and Karimi, 2020). The second indicator is Willingness to stay. Employees are more likely to stay with a company if they have a positive work experience, particularly if it encourages teamwork and respect and has a clear objective. Positive company cultures make employees feel at ease, which boosts employee commitment and lowers the possibility that they would quit. In other words, people don't want to quit when they are treated properly and work in a supportive environment (Sylejmani and Mesko, 2024).

Lastly, the third indicator is Organizational Loyalty, employees who are loyal to their employer contribute to the organization's improved performance. Loyal employees are more likely to support the company's objectives, and they are much more focused on work and increase employee productivity. However, there are factors that can make employee weaken their loyalty, such as a stressful environment that can burden their work. The company must address and take action to retain devoted employees (Hidayati, Lestari, Maria, and Zainurossalamia, 2019).

This study is important because it helps organizations improve employee commitment by understanding how different leadership styles affect workers. When employees feel valued and supported by their leaders, they are more motivated and loyal to the company (Iqbal, Anwar, and Haider, 2020, p.17-25). This research adds social value by promoting better

leadership practices that lead to healthier and more productive work environments. It also helps reduce employee stress and turnover, which benefits both businesses and society. Locally, companies like Petron, as well as other businesses in the Philippines, can use this study to improve how managers lead their teams and build stronger employee relationships. This will help them achieve better performance and long-term success.

The main objective of the study was to find the relationship between leadership styles and employee commitment in Petron. Specifically, this aimed answer the following objectives: (1) To determine the level of leadership styles in Petron in Panabo City in terms of directive, supportive, participative, and achievement-oriented, (2) To determine the level of employee commitment at Petron in Panabo City in terms of identity with the organization, willingness to stay, and organizational loyalty; and (3) To determine the significant relationship between Leadership style and Employee Commitment styles in Petron in Panabo City. The null hypothesis of this study was tested at a 0.05 level of significance, that states that there is no significant relationship between leadership styles and employee commitment in Petron in Panabo City.

## II. METHOD

In this chapter, it discusses the participants, the research materials and instruments, the design and procedures used in this paper, and the statistical data treatment.

### *Participants*

The participants of this study were the employee of Petron in Panabo City. The company is owned and operated by a sole proprietorship, and the nature of their business is a gasoline station. The company provides fuel products such as gasoline and diesel to motorists and travelers. There are 17 employees in Branch 1 and 7 employees in Branch 2, for a total of 24 regular employees working in Petron who were chosen to participate in our study. The respondents were single and married, with the age of 20-40 years old and almost 3 years up length of service. The researchers used the total enumeration method because our target population was manageable and easily

accessible, which is practical to include a small population and involve all available employees in the company (Tella, Bode-Obanla, and Age, 2020, p.94-109).

The inclusion criteria for choosing the participants were: to begin with, the respondents are currently employed in Petron, including two mechanics and other staff working inside the company. This ensures the information gathered is important and based on their experiences. Next, the respondent must have enough experience working under the manager. This is crucial because the study is about the effect of leadership style and on how employees are committed; their performances are reflections of leaders on how they handle their employees. Lastly, the respondents should be willing to answer all the questions honestly and with sincerity to make sure that the results are accurate and reliable. Managers, Owners, and Security guards are excluded from the study. The manager and Owner belong to the leadership style, and the security guards are usually under the agency, not directly employed in Petron.

### *Materials/Instruments*

A standard questionnaire was adapted from (Gitchuka, 2017, p. 80-85) to respond to the independent and dependent variables. This questionnaire is divided into three parts: part one of the questionnaire survey asks about the profile of the respondents, part two asks about the leadership style, and part three refers to employee commitment with the indicators. The adapted questionnaire was tested in a pilot test to check if it was consistent and reliable. The Cronbach's alpha result showed it was highly reliable, with 0.9515 in leadership style and 0.9286 for employee commitment. Respondents were asked to check and select their answer on a scale of (1), Strongly Disagree (2), Disagree (3), Neutral (4), Agree, and Strongly Agree to five (5).

Moreover, the following scale that determined the level of leadership style were as follows: (1) the scale of 4.21-5.00 is considered as very high, which means that the leadership style is always observed; (2) the scale of 3.41-4.20 is considered as high, which means that leadership style is often observed; (3) the scale of

2.61-3.40 is considered as moderate, which means that the leadership style is fairly observed; (4) the scale of 1.81-2.60 is considered as low, which means that the leadership style is sometimes observed and (5) the scale of 1.00-1.80 is considered as very low, which means that the leadership style was not observed.

The scale used to determine the level of employee commitment were as follows: (1) the scale of 4.21-5.00 is considered very high, which means that the level of employee commitment is always observed; (2) the scale of 3.41-4.20 is considered as high, which means that level of employee commitment is often observed; (3) the scale of 2.61-3.40 is considered as moderate, which means that the level of employee commitment is fairly observed; (4) the scale of 1.81-2.60 is considered as low, which means that the level of employee commitment is sometimes observed and (5) the scale of 1.00-1.80 is considered as very low, which means that the level of employee commitment is was not observed.

**Design and Procedure**

The researchers used a quantitative, non-experimental, descriptive, and correlational research design. This design uses numbers and statistics to measure data, like surveys, which help test ideas and find patterns (Adams and Blair, 2019). A quantitative method is used because it allows the researchers to collect data from many people and analyze it using statistics, making the results more accurate and easier to understand. The study is non-experimental because it does not change or control anything it simply observes and gathers information from employees as they are. This is best when studying real situations in the workplace. A correlational design is used because the goal is to find out if there is a connection between leadership style and employee commitment, without proving which one causes the other (Saunders, Lewis, and Thornhill, 2019, p.130–132).

Moreover, this study went through a month-long process starting from preparing the documents, which included consultation, parent consent, letters, and questionnaire validation. At first, the researchers consult their adviser to get approval to conduct. After that, the researchers complied with due diligence, which enabled them to conduct the study outside. Also, the researchers wrote a permission letter to Petron's manager to distribute the survey questionnaire to the employees. After the approval, the survey forms were disseminated to all employees in Petron by the researchers. After acquiring the questionnaire from the respondents, the researchers collected the data from the respondents and subjected it to statistical analysis.

Lastly, the statistical tool used in this study were the following: mean which was used to determine the level of the leadership style and employee commitment; and (2) the Pearson Product Moment Correlation coefficient (r) to was used to test the significant relationship between leadership style and employee commitment in Petron in Panabo City.

**III. RESULTS AND DISCUSSION**

This section presented the analysis and interpreted data of leadership style and employee commitment in Petron in Panabo City. The result of this study is as follows: the level of leadership style in Petron, the level of employee commitment and to determine the significant relationship between leadership style and employee commitment in Petron.

**Level of Leadership Style**

Table 1 is the level of leadership styles. The respondents of this study response on 37 items question relating to leadership style in Petron. The result of indicator is presented below. The overall mean rating for Leadership Style is 4.78, classified as 'very high' level of style. This means that employees see their leaders as effective.

Leadership Style	Mean	Descriptive Equivalent
Directive Style	4.83	Very High
Supportive Style	4.81	Very High
Participative Style	4.83	Very High
Achievement-Oriented Style	4.65	Very High
<b>Overall Results</b>	<b>4.78</b>	<b>Very High</b>

As shown in Table 1, directive style and participative style got the highest overall mean of 4.83, which is classified as 'very high.' (Ochieng, Koshal, and Bellows, 2023, p.77-93) found out that the directive style involves well-structured Planning and scheduling of tasks and setting performance goals. Making clear plans, assigning deadlines for tasks, and creating goals that employees need to achieve. Participative style shows that employees feel included in decisions that are being made, which can boost their motivation and confidence in work. (Tan and Rivera, 2019, p.88-101) pointed out that involving employees in decisions makes them feel more valued and committed to their work.

Under supportive leadership style, it got an overall mean of 4.81, which was classified as 'very high.' Supportive leaders show that emotional intelligence and care for others can impact employee commitment. When a leader is approachable and can easily be with others, employees feel more emotionally connected, which leads to better performance (Ballena, 2022, p.78-92). Supportive leadership is a leader who cares about employees, a leader who builds a strong and good relationship, and a leader who is easy to talk to. This style helps to promote trust, job satisfaction, and

a strong emotional commitment to the company (Kim and Beehr, 2020, p.207-2044).

Lastly, the achievement-oriented leadership style got the overall mean of 4.65 but is still also considered as 'very high.' This style encourages employees to keep improving their skills and perform their very best every time they do their tasks. Achievement-oriented leadership is effective when it is integrated with a reward system for achieving successful goals and when employees are allowed to come up with their own strategies to achieve those goals (Sodikin, Fachrunnisa, and Nurhidayati 2022, p.203-223). When leaders recognize achievements, it encourages employees to stay productive and committed (Santos, 2019, p.45-58).

***Level of Employee Commitment***

Table 2 shows the level of employee commitment within Petron Company. The overall mean of this variable is 4.86 rated as very high which means that the level of employee commitment is always observed. This illustrates that employees are deeply committed to their organization which resulted from very high identity with the organization, willingness to stay, and organizational loyalty.

<b>Employee Commitment</b>	<b>Mean</b>	<b>Descriptive Equivalent</b>
<b>Identity with the Organization</b>	4.90	Very High
<b>Willingness to Stay</b>	4.75	Very High
<b>Organizational Loyalty</b>	4.93	Very High
<b>Overall Results</b>	<b>4.86</b>	<b>Very High</b>

Significantly, organization loyalty got the highest overall mean of 4.93, also rated as 'very high.' In this indicator, item number 3 has the highest mean of 4.93, which shows that the employees were very loyal to their jobs. (Lin, 2024) states that when an employee is committed to their organization, it results in greater organizational loyalty. Employee loyalty has a big contribution to better job performance and increased engagement. Also, it may help the overall performance of the employee in the organization. Employee commitment and organizational loyalty are both significant factors for a company's success, and it is really important to understand the significance of employee loyalty to ensure that you can build a

committed employee (Wijonarko, Muksin, and Rajiani, 2024, p.3267).

Furthermore, identity with an organization, with a mean of 4.90, shows that employees have a strong connection and belong to the company. They see themselves as an important part of the organization and believe in its goals and values. When employee feel identified with their organization, they tend to be motivated to contribute and perform their jobs well. This connection can also foster trust and teamwork among employees in the organization (Meyer, Stanley, and Vandenberghe, 2020, p.678-695).

Lastly, willingness to stay got an overall mean of 4.75, which means that there is a need to improve in handling the employee. Especially one of the reasons that the employee will not stay is the unfair treatment and also the leadership style of a manager. As highlighted by (Lee, Park, and Lee, 2019), unfair treatment and poor leadership style are big factors that may cause an employee to leave.

**Significant Relationship Between Leadership Style and Employee Commitment in Petron in Panabo City**

Presented in Table 3 is the result of the significant relationship between Leadership style and Employee

Variables	Standard Deviation	Mean	Description	r-value @ 0.05 level	P-value	Decision on Ho
Leadership Style	0.51	4.78	Very High	0.572	0.004	Ho is rejected
Employee Commitment	0.28	4.93	Very High	0.572	0.004	Ho is rejected

These findings found that effective leadership styles significantly impact employee commitment, and there is a relationship between the two variables. The data clearly shows good leadership leads to more committed employees. (AlKhajeh, 2019, p.1-10) who said that effective leadership increases employee loyalty. Similarly, a leader who is supportive and motivating their employees helps them feel more connected to their jobs and environment (Nguyen and Mohamed, 2021, p.642-659)

It explained that a leader who shows empathy and involvement to their employees in decision-making improves employee commitment (Rahbi, Khalid, and Khan, 2019, p.301-311). They found that employees are more committed when leaders make them feel respected and appreciated. When managers encourage teamwork and provide new ideas, it will help strengthen the connection to the company (Abasilim, Gberevbie, and Osibanjo, 2020, p.1-10).

Overall, the findings of the result state that leadership style has a meaningful impact on the level of employee commitment. It emphasizes the value of leadership in companies that place a high priority on developing effective leadership techniques that typically result in devoted, loyal, and driven employees. Businesses can

improve long-term retention and employee engagement by cultivating a positive leadership environment.

Commitment in Petron in Panabo City. The overall mean of Leadership Style is 4.78, classified as very high, and the standard deviation is 0.51. The overall mean of Employee Commitment is 4.93, a description equivalent to very high with a standard deviation of 0.28.

The r- value of the two variables is '0.572\*\*, and the P-value is equal to '0.004 level of significance. Therefore, the null hypothesis is rejected since the P-value is less than 0.05.

It means that there is a significant relationship between leadership style and employee commitment in Petron.

**IV. CONCLUSIONS AND RECOMMENDATION**

This section presents the study's findings, conclusions, and recommendations based on the research results.

**Conclusion**

Based on the result of the study, the following conclusions are presented: First, the level of leadership style is very high, which means that the leadership style is always observed. Second, the level of employee commitment is very high, which means that the commitment of the employee in Petron is always observed. Lastly, there is a significant relationship between leadership styles and employee commitment.

**Recommendation**

Based on the finding's conclusion of the study, the following recommendation is suggested:

In the leadership styles in achievement-oriented particularly in achievement and recognition states employees received regular feedback on their performance. The management may use the 360-feedback method of performance review that gathers

from various sources, including the employees themselves, their manager, co-workers, and sometimes even customers, to gain assessment to understand their strengths and weaknesses. The management must recognize both big and small achievements like when getting the quota of sales, no absenteeism, and arriving at work on time. This can boost motivation and make them feel more valued and recognized. This action can help them to become more productive, and they will contribute more to the success of the company. When employees see that their efforts are noticed and appreciated, they feel more motivated to do their best and take pride in their work. This helps build a strong and united team that works toward shared goals.

In addition, for employee commitment, it is recommended that the company may help the employees to feel secure their future by sharing updates or conducting monthly meetings to communicate and be transparent about its performance, changes in roles, and the future plans of the company. This approach can strengthen trust by not hiding difficulties so that it can ease employee worry and make them involved by accepting their opinions and ideas for the company's future, which encourages greater commitment and engagement.

Furthermore, based on the relationship between leadership style and employee commitment, it is recommended that managers adopt leadership practices that promote recognition, motivation, and involvement. Managers should apply an achievement-oriented leadership style by regularly recognizing employee efforts through performance feedback, team celebrations, and reward systems. They should acknowledge both small and big accomplishments such as perfect attendance, punctuality, and reaching sales targets. Managers must involve employees in planning and decision-making activities to increase their motivation and sense of belonging. These actions are recommended to strengthen employee commitment and improve overall productivity.

In addition, since the result shows the same result specified, managers should clearly communicate each employee's role and its importance to the company's goals. They must regularly recognize and reward hard

work through verbal appreciation and performance incentives. Management should promote a positive work environment by encouraging teamwork, fairness, respect, and open feedback. These actions are recommended to strengthen employee motivation and commitment. Managers should hold regular one-on-one check-ins to provide feedback and listen to employee concerns.

Moreover, the same indicator that the organization brings out the best in employee at work. The company should provide regular training, seminars, and workshops to support employee growth. Opportunities for promotion should be based on performance and potential. Employees should be allowed to explore different roles to discover and develop new skills. A skills development program should be implemented to maximize employee potential. Job rotation or cross-training should be introduced to broaden employee experience and flexibility.

Lastly, Future researchers can improve this study by doing more research and reading new articles to see if the results will be the same or different. This study focused on how leadership styles affect employee commitment in Petron in Panabo City. Based on the results, it is suggested that employees should be happy with how their leaders manage them so they will stay committed to their work. Also, future researchers can use this study as a guide if they want to compare leadership styles with other topics like employee motivation or job satisfaction. This can help leaders improve how they manage people and make the workplace better.

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