

Exploring how different leadership approaches impact employee dedication and loyalty: A Study on Retail Industry of Finland

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Abstract

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Abstract <p>This research explores how different leadership approaches impact employee dedication and loyalty in retail industry of Finland. So, this research identifies different organizational settings for autocratic leadership styles concerning employee dedication and loyalty in retail industry of Finland. Then, it assesses the relationship between transformational leadership and employee dedication and loyalty in retail industry of Finland. Also, this research evaluates the influences of transactional leadership on employee dedication and loyalty in retail industry of Finland.</p> <p>The research methodology for exploring how different leadership approaches impact employee dedication and loyalty in Finland's retail industry is grounded in positivism and employs a deductive research approach and quantitative research method. Then, the primary data collection method in this research involves surveying 100 Finnish retail employees through a simple random sampling technique where descriptive statistics such as mean, median, mode and frequency along with inferential statistics like correlation and regression analysis will be employed for data analysis through tools like MS Excel and SPSS in this research.</p> <p>Here, the findings indicate that leadership styles play a crucial role in shaping employee dedication and loyalty in the Finnish retail industry. Autocratic leadership tends to foster disengagement and dissatisfaction among employees which hinders their loyalty and dedication to the organization. Conversely, the findings indicate that transformational and democratic leadership styles significantly enhance dedication and loyalty as they inspire, empower, and involve employees in decision-making processes. Thus, transactional leadership with its emphasis on rewards and clear expectations also positively impacts loyalty and dedication. However, the findings indicate that laissez-faire leadership poses challenges as its hands-off approach can lead to decreased adherence to organizational objectives and diminished loyalty among employees.</p> <p>Keywords: Leadership, employee dedication, loyalty, autocratic, transformational, democratic leadership, laissez-faire leadership</p>		

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1 Introduction

This chapter of the research presents research background, problem statement, research aim, objectives, and restrictions. Also, it covers research questions, significance of the research, and summary of the research method, the target industry presentation, and structure of the research.

1.1 Background to the Research

In today's ever-evolving workplace landscape, the pursuit of excellence in product and service quality has become increasingly imperative. This pursuit for small and medium-sized businesses underscores the vital role of employee commitment in maintaining competitiveness (Zanabazar et al., 2023). Leadership and its influence on employee loyalty and dedication are highly debated in the business world. As organisations manage rapid technological breakthroughs, shifting demographics, and changing workplace cultures, effective leadership in fostering employee engagement has gained prominence (Singh et al., 2020). In the current situation, leadership styles are being evaluated for their impact on employee loyalty and dedication. Adaptive and inclusive leadership styles that empower and involve employees are challenging hierarchical leadership. Due to remote work and distributed teams, leadership styles are being reevaluated to fit modern workplace dynamics (Sinitsyna et al., 2024). Current trends include the turn towards transformational leadership, emphasising inspiration, motivation, and personalised attention. Transformational leaders inspire employees with a feeling of purpose and direction, increasing their devotion to the company. Servant leadership, where leaders prioritise team members' needs and facilitate their progress, is also becoming more recognised. Then, inclusive leadership techniques are becoming more important as diversity and inclusion initiatives spread throughout industries. Leaders that show cultural competence, sensitivity, and the ability to tap into varied team talents are more likely to build loyal and dedicated teams (Qodariyah, 2023). Technological advancements and globalisation have altered work dynamics and leadership expectations. Participative leadership styles with decentralised decision-making and feedback loops are replacing top-down leadership. The growing emphasis on work-life balance and employee well-being is also changing leadership methods to reflect employees' personal and professional requirements (Sarti, 2021). Also, leadership is becoming more adaptive, inclusive, and employee-centric, which affects employee loyalty. As organisations navigate the complexity of the modern workplace, knowing leadership styles is crucial for sustaining employee engagement and loyalty (Manzoor, 2022). They argue that without robust leadership, achieving heightened employee commitment and consequently, greater profitability re-

mains a challenge for businesses. Increased leadership effectiveness, improved staff performance, reduced employee turnover, and lower rates of absenteeism in the company are among the benefits. It is noteworthy that organizational culture affects both internal operations within companies and external relations with customers (La Paudi et al., 2022). The most important thing to notice here is how organizational culture influences internal operations within firms as well as interactions between these Psychological capitals is a crucial element of the professional workplace where individuals have a lot of mental resources and can think positive towards work challenges. The high level of psychological capital that they maintain empowers them to be resilient when faced with obstacles. Also, this concept which deals with vitality, dedication and absorption in one's work is primarily emotional (Serrano and Reichard, 2021). Thus, individuals having some form of positive state regarding psychological capital increases their levels of work engagement as backed by studies provided by (Singh et al., 2020). On the other hand, leadership behavior has far reaching consequences on employee outcomes such as; attitudes like job satisfaction: performance; innovation; organizational commitment, civic behaviors within the organization, this is shown by research from (Al-maitah et al., 2021). Leadership styles also impacts on workers' output as indicated by recent scholarly works. It indicates lack of commitment amongst employees at Private Higher Education Institutions (PHEIs), hence an urgent need for improvements in leadership as well as management approaches. Therefore skill development should be prioritized while seeking ways through which employees can grow professionally and attain objectives efficiently. Consequently PHEIs should conduct thorough investigations into these issues so that they may deal with them holistically (La Paudi et al., 2022).

Leadership styles and staff loyalty are increasingly important in Finnish retail. Effective leadership is crucial to employee dedication in Finland's retail sector as consumer preferences, technology, and global market trends change (Saari et al., 2018). The retail industry in Finland is changing due to issues including digitalization, sustainability, and changing consumer behaviours. Retailers must adapt to e-commerce platforms to survive in the digital age. In these shifts, Finnish retail leadership styles shape staff attitudes and behaviours. A key trend in the Finnish retail business is the rise of customer-centric leadership (Laine, 2021). Leaders that prioritise client demands encourage their workforce to provide excellent service, encouraging pride and loyalty. Retailers need ethical leaders as sustainability becomes a worldwide priority. Leaders that respect sustainability and CSR are likely to recruit and retain like-minded personnel. Digital technology are also affecting Finnish retail leadership. Leaders that embrace digital transformation and teach and equip people to use digital platforms can boost employee engagement and loyalty (Sinitsyna et al., 2024). Inclusive leadership, which promotes diversity and equity, is also becoming more recognised, as it

fosters employee dedication. Changes in the Finnish retail industry include a rise in internet purchasing and remote labour due to the COVID-19 epidemic. Leaders have had to change their ways to manage distant teams and handle pandemic challenges. Maintaining staff morale and commitment during difficult times requires flexible leadership that prioritises empathy, communication, and agility (Saari et al., 2018).

1.2 Problem Statement

The Finnish retail industry struggles with how leadership styles affect employee loyalty and dedication. Understanding these challenges is essential for a happy workplace and better performance (Saari et al., 2018). This problem statement addresses leadership styles and workforce engagement in Finnish retail. Then, the sector struggles to recognise autocratic leadership styles and their effects on employee loyalty. Top-down decision-making and limited employee input under autocratic leadership may lower retail employee morale and engagement in Finland, reducing organisational effectiveness (La Paudi et al., 2022). Also, Finnish retail organisations must examine transformative leadership and staff dedication. Here, transformational leaders inspire and motivate employees to perform better but their impact on employee dedication in Finnish retail is unclear which makes it difficult for organisational leaders to build loyalty. Then, another difficulty for the Finnish retail industry is assessing transactional leadership's effects on staff devotion. Also, transactional leaders use contingent rewards and punishments to encourage employees but their success in generating long-term loyalty in Finland's changing retail market needs further study. Thus, Finnish retail organisations also struggle to analyse democratic leadership and employee devotion (Kumar, 2021). Democratic leaders involve employees in decision-making and encourage participation, but how this style affects employee dedication and loyalty in Finnish retail is unknown. The Finnish retail industry also faces complex issues related to laissez-faire leadership's effects on employee devotion and independence vs guiding. Laissez-faire CEOs empower people but may not clearly communicate organisational goals, which may affect employee dedication and loyalty (Sarti, 2021). So, the Finnish retail business has many issues linked to leadership styles and staff loyalty. These problems need a deep grasp of leadership dynamics in Finnish retail and proactive steps to encourage employee dedication and loyalty.

1.3 Research Gap

Multiple research gaps exist on how leadership styles affect employee dedication and loyalty in Finnish retail. Leadership style study is extensive worldwide, but Finnish retail sector

studies are scarce. Most studies have focused on Western contexts, ignoring Finland's distinctive cultural, economic, and social factors that may affect leadership and employee outcomes. In particular, there is little research on how authoritarian, transformational, transactional, democratic, and laissez-faire leadership styles effect employee loyalty in this market. Transformational leadership is lauded for boosting employee engagement worldwide, but its effects on Finnish retail are not extensively studied. Finnish egalitarianism may make autocratic and transactional leadership have different outcomes which have not been studied extensively. The democratic and laissez-faire approaches which may accord with Finland's emphasis on individual autonomy and consensus, need further study to properly grasp their consequences.

1.4 Research Aim, Objectives and Restrictions

The Research aims to explore how different leadership approaches impact employee dedication and loyalty in the retail industry of Finland. Here, the following objectives are set to achieve the research aim.

1. To identify different organizational settings for autocratic leadership styles concerning employee dedication and loyalty in retail industry of Finland.
2. To assess the relationship between transformational leadership and employee dedication and loyalty in retail industry of Finland.
3. To evaluate the influences of transactional leadership on employee dedication and loyalty in retail industry of Finland.
4. To analyse the relationship between democratic leadership and employee dedication and loyalty in retail industry of Finland.
5. To investigate the impact of laissez-faire leadership's on employee dedication and loyalty in retail industry of Finland.

The restrictions of this research are as follows:

Here, several significant restrictions limit the scope and depth of Finnish retail industry studies on how leadership styles affect employee dedication and loyalty. Also, the geographical limitation limits findings to Finland and limits their applicability to other locations or sectors (Saari et al., 2018). Thus, this ensures a focused assessment of Finland's retail landscape, but it limits the study's capacity to draw worldwide or cross-industry comparisons, limiting its application. Also, considering only publications released after 2010 limits the analysis to recent leadership theory and practice advancements (Mesha, 2023). Then, this includes

current ideas and trends but it overlooks foundational or longitudinal literature on retail leadership dynamics. Also, the sample size limit of 100 employees makes it difficult to represent the retail industry's diversified workforce. Thus, this limitation may limit the validity and generalizability of the findings as they prevent the capture of all experiences, views and organisational situations. Also, resource constraints like financial or human, may limit study depth and breadth. Thus, the robustness and depth of the research findings are compromised by these limits on data collecting, methodology and analytical rigour (Kumar, 2021). Then, the research project may illuminate the complex relationship between leadership styles and employee loyalty in the Finnish retail industry but the restrictions require careful interpretation and acknowledgement of the study's limitations (Mesha, 2023).

1.5 Research Questions

- How is the impact of autocratic leadership styles on employee dedication and loyalty in retail industry of Finland?

In the Finnish retail sector, autocratic leadership approaches affect employees' commitment and loyalty. This study will shed light on leadership dynamics and their effects on workforce attitudes and behaviours.

- How is the relationship between transformational leadership and employee dedication and loyalty in retail industry of Finland?

This study investigates how transformational leadership affects Finnish retail workers' devotion. This relationship is examined to see whether transformative leadership increases employee commitment and dedication in Finnish retail.

- What are the influences of transactional leadership on employee dedication and loyalty in retail industry of Finland?

Transactional leadership approaches' effects on Finnish retail workers' devotion are examined in this study. These influences are examined to determine how transactional leadership affects employee engagement and dedication in the Finnish retail business.

- How is the relationship between democratic leadership and employee dedication and loyalty in retail industry of Finland?

In Finnish retail environments, democratic leadership styles and employee dedication are examined in this study. This relationship is examined to determine how democratic leadership styles enhance employee commitment and dedication in the Finnish retail business.

- What concerns arise laissez-faire leadership's impact on employee dedication and loyalty versus guidance that hampers adherence with organizational objectives in retail industry of Finland?

This study examines how laissez-faire leadership's emphasis on employee autonomy and organisational advice to match strategic goals may conflict in the Finnish retail sector.

1.6 Significance of the Research

How different leadership styles affect employee dedication and loyalty in Finland's retail industry has important academic, policy, and industry ramifications. This study contributes to organisational behaviour and leadership dynamics research by examining leadership styles and employee loyalty (Megawati and Umar, 2023). Here, it illuminates Finland's distinctive retail industry which provides insights that might inform theoretical frameworks and empirical studies. Thus, this study addresses Finland's retail industry which fills a vacuum in the literature. Also, the study explains how authoritarian, transformational, transactional, democratic and laissez-faire leadership styles work in Finnish retail (Mesha, 2023). Thus, this sophisticated examination refines leadership theories and frameworks which help scholars comprehend how leadership styles affect employee reactions in diverse cultures and industries. Here, policy implications also arise from this research. Leadership's effects on employee devotion and loyalty might inspire Finnish retail sector policy decisions to improve workplace dynamics and culture where these insights can help policymakers create leadership principles that improve employee well-being, contentment and productivity (Kumar, 2021). Also, the Finnish retail industry also benefits from the research where the study helps retail managers and executives understand how leadership styles affect employee devotion. Thus, it helps them evaluate their leadership style and improve staff engagement. Also, this can boost employee retention, customer service and organisational performance in Finland's competitive retail market. Understanding the effects of transformational leadership on employee devotion may inspire retail leaders to empower and motivate their people (Saari et al., 2018). A transactional leadership perspective can also help managers create successful reward and recognition systems to motivate employees. Retail leaders can strike a balance between freedom and guidance by addressing concerns about laissez-faire leadership and its influence on staff dedication and organisational goals. Also, the research on leadership styles and employee dedication and loyalty in Finland's retail industry advances academia, educates policy, and helps industry practitioners. Understanding Finnish retail leadership characteristics may help stakeholders create a healthy work environment that fosters employee dedication, loyalty, and organisational success (Megawati and Umar, 2023).

1.7 Summary of the Research method

The research methodology for exploring how different leadership approaches impact employee dedication and loyalty in Finland's retail industry is grounded in positivism and employs a deductive research approach and quantitative research method. Here, positivism's emphasis on empirical observation and objective analysis aligns with the study's objectives of examining leadership styles' effects on employee outcomes. Also, a deductive approach allows for the testing of hypotheses derived from existing theories while quantitative methods facilitate the collection and analysis of numerical data to assess relationships between leadership styles and employee loyalty. Thus, the primary data collection method involves surveying 100 Finnish retail employees through a simple random sampling technique which ensures representativeness and reduce bias where descriptive statistics such as mean, median, mode and frequency along with inferential statistics like correlation and regression analysis will be employed for data analysis using tools like MS Excel and SPSS. So, this comprehensive methodology aims to provide insights into the complex dynamics between leadership styles and employee dedication and loyalty in the Finnish retail sector and thus, informs organizational practices and advancing leadership studies.

1.8 Target Industry Presentation

Here, this study examines the complex relationship between leadership styles and employee loyalty in Finland's retail business. So, the report provides specific insights for Finnish retail stakeholders by focusing on this business. Also, the conclusions are targeted to Finnish retail challenges and opportunities due to this concentrated methodology where Finland's retail industry is crucial to its economy, combining old and modern methods. Then, Finland has a diverse retail landscape from global chains to local shops where many Finnish shops prioritise sustainability and eco-friendliness in their procedures and products. Also, technology and consumer tastes have also shifted the sector towards internet selling. Then, the Finnish retail scene still relies on conventional brick-and-mortar establishments for personalised buying and community interaction. Thus, Finnish shops compete fiercely with distinctive products, excellent customer service and inventive marketing methods. Here, retailers benefit from Finland's robust economy and considerable spending power but they need to adapt to market movements and consumer behaviour. So, Finland's retail business is strong and prepared for expansion. Thus, the retail sector in Finland which includes huge chains and local companies is vital to the economy. Recent years have seen consistent expansion, with retail sales reaching large amounts. While brick-and-mortar stores remain popular, online retailing is growing due to consumer preferences and technology. Sustainable and eco-friendly initiatives are shaping many retailers' strategy as consumers prioritise

them. Finland's stable economy and high purchasing power support retail despite economic headwinds and global uncertainty. E-commerce and sustainability-focused retailing offer potential development and innovation opportunities for the business.

1.9 Structure of the Research

The report is organized into five chapters; chapter one includes an introduction, research problem statement, research questions, objectives, significance of the study and presentation of target industry. This chapter provides related empirical literature on leadership style and employee commitment effectively related issues which strengthen the statement of the problem conceptual framework. The research design and methodologies that were used in conducting this research project are outlined in chapter three; the sample selection procedure data, collection process sources data analysis methods have been explained. Chapter four will contain result and discussion. Also, a summary, research conclusion and recommendations will be given in chapter five.

2 Literature Review

2.1 Introduction

This chapter on Literature Review examines leadership styles' theoretical foundations and practical effects on employee loyalty. This chapter examines how transformational, transactional, authoritarian, democratic, and laissez-faire leadership styles affect employee loyalty and dedication. This review examines the relationship between leadership styles and employee commitment to help leaders inspire, motivate, and engage their teams to achieve organisational goals.

2.2 Theoretical Framework

The chosen theoretical framework draws from various leadership theories such as transformational, transactional, situational, and contingency theories. These theories provide a solid foundation for understanding the mechanisms through which different leadership approaches influence employee dedication and loyalty. Additionally, concepts from organizational behavior, psychology and management studies will be integrated to enrich the analysis.

2.3 Leadership Definition

In order for a leader to guide and influence one or more individuals towards a specified objective, it is important that he or she identifies the strengths of each team member while also recognizing their areas for growth (Winston and Patterson, 2022). In addition, leaders should be flexible enough to adapt their approaches in different situations with the aim of bettering outcomes and concentrate on the development of their team members to earn their respect and trust. Studies have shown that leadership style and competence are key to the success of an organization. Mesha (2023) posits that five key roles are performed by leaders which include: having a vision that is clear and keeping focused on it; building high performing teams; keeping the team motivated; developing relationships that ensure access to information required; and satisfying employees' needs/ reduce staff turnover. Leadership is continuous in businesses as well as organizations because there is always a need for competitive advantage. It is an essential part of management aimed at optimizing goal achievement efficiency. There are several definitions of leadership including position, personality, responsibility, influence, facilitation of goal attainment, as well as behaviors (Summerfield, 2022). However, most definitions share common aspects such as guiding a group towards a single objective. Subsequently therefore, leadership can broadly be seen as a

relationship between an individual and society with similar interests where society acts under the direction of the leader. Nanjundeswaraswamy and Swamy (2019) mention that leaders often use different styles or methods of dealing with others thus resulting into various characteristics among their subordinates. Transformational, transactional, and laissez-faire leadership styles have been dominant over three decades. Ever since organizational commitment became an object for inquiry by organizational researchers, employee commitment has remained a central topic in this field; this includes numerous studies indicating how committed employees could result in competitive advantages for companies they work for (Sarti, 2021). The achievements made within an organization largely depend on how committed its workers are. This discussion on organizational commitment is important because it seeks to explain about how strong and durable an employee's commitment to the organization is. In most cases, definitions of organizational commitment differ slightly but they all include three attitudinal components: a deep belief in and acceptance of the organization's goals and values; readiness to put substantial effort into one's work for the organization; and a strong desire to stay with the organization (Sethuraman and Suresh, 2019). Essentially, these elements often determine whether employees will choose to remain in their current roles or seek new opportunities elsewhere. Leadership effectiveness is often determined by how much committed employees are. Organizational commitment serves as a comprehensive measure which further sheds light on relationships between leadership and commitment. They are continuously looking for dedicated staff members who can drive strategic goals achievement. To illustrate, leaders should show people how their contributions make a difference to overall success thereby helping them understand what it means to have good relations with those around them. This would subsequently increase employees' identification with the company and loyalty (Summerfield, 2022).

2.4 Leadership Styles

Leadership style refers to the approach and methodology adopted by leaders to guide, motivate, and manage their teams. Each style encompasses distinct characteristics and strategies that influence organizational culture, employee behavior, and overall performance. From transformational leaders who inspire and engage their teams with a compelling vision, to autocratic leaders who command with strict oversight, the chosen style can significantly impact the dynamics and success of an organization. Understanding and effectively applying the right leadership style is crucial for fostering a positive work environment, enhancing employee satisfaction, and achieving strategic goals.

2.4.1 Transformational Leadership

Leithwood and Jantzi (2022) explain that transformational leadership inspires and motivates followers to attain goals through a shared vision. This leadership style guides and facilitates positive transformation and progress in individuals and organisations. Transformational leaders have charm, vision, and the capacity to motivate and develop their teams. Transformational leaders create a compelling vision that inspires and motivates people. By effectively expressing this goal, leaders create passion and dedication in their team members, giving their work meaning (Díaz-Sáenz, 2021). Transformational leaders also support, encourage, and mentor their followers to help them succeed. They encourage collaboration, creativity, and constant improvement to push people to excel. Transformational leaders challenge the existing quo and foster creativity and innovation. Leaders encourage team members to think critically, take chances, and try new things, encouraging experimentation and learning (Leithwood and Jantzi, 2022). Transformational leadership unlocks potential and drives positive change in people and organisations. Transformational leaders inspire, empower, and create conditions where people thrive and goals are met. On the other hand, (Korejan and Shahbazi, 2019) argue that transformational leadership's focus on the leader's charm and vision may lead to overreliance on the leader for inspiration and direction. This might make it hard to maintain revolutionary momentum when the leader is absent or ineffective. Innovative thinking and challenging the status quo may also face resistance from people or organisations hesitant to change. If goals are impossible or unrealistic, transformational leaders' high expectations may exhaust or disillusion supporters.

2.4.2 Transactional Leadership

Tavanti (2020) describe that traditional transactional leadership motivates followers through rewards and punishments. Transactional leaders set clear expectations, duties, and goals, and followers are rewarded or punished for reaching them. This method follows social exchange theory, which states that people choose partnerships depending on their perceived costs and advantages (McCarthy et al., 2020). Transactional leaders encourage desired behaviour and achievement with bonuses, promotions, or praise. Reprimands or disciplinary action may also be used to remedy standards violations. This leadership style enforces regulations through monitoring and control. Transactional leadership can maintain order and achieve short-term goals, but it may also lead to a transactional relationship between leaders and followers based on self-interest and extrinsic rewards (McCleskey, 2021). Since followers may not be intrinsically motivated and engaged, this may hinder creativity, innovation, and organisational performance. Transactional leadership emphasises exchange

and compliance, making it suited for settings that require structure and fast outcomes. However, it may hinder innovation, empowerment, and long-term growth in organisations.

On the other hand, (Lai, 2021) criticise that transactional leadership's transactional character may confine motivation to rewards and punishments. Followers may lack intrinsic motivation, reducing innovation and long-term commitment. Compliance and procedure adherence may also inhibit innovation and flexibility, reducing organisational agility. Hierarchical structures and top-down decision-making may also hinder communication and collaboration, limiting ideas and input within the organization (McCarthy et al., 2020). Transactional leadership may fail to inspire genuine participation and empower and flourish.

2.4.3 Autocratic Leadership

Harms et al. (2018) describe that leaders with autocratic power make choices without feedback from subordinates. Autocratic leaders set rules, processes, and goals and expect followers to follow them. This approach involves centralised control, where the leader makes decisions and has some autonomy. Autocratic leaders dictate to their teams and rarely allow for input. Leaders make quick decisions based on their judgement and preferences without much consultation. This can create a hierarchical organisation with distinct roles and responsibilities (Van et al., 2021). Autocratic leadership can speed up decision-making and initiative implementation, but it can also lower staff morale. Followers may feel disempowered and undervalued because their knowledge is often ignored. This can lower employee satisfaction, creativity, and innovation. Autocratic leadership limits opportunities for future leaders to lead or make decisions. Chukwusa (2018) argue that autocratic leadership may be suited for swift, decisive action. Long-term, leaders may benefit from a more participatory and inclusive approach to create participation, empowerment, and organisational effectiveness.

2.4.4 Democratic Leadership

Gastil (2021) state that democratic or participative leadership involves team members in decision-making. Democratic leaders advocate open communication, collaboration, and follower involvement while making group or organisation decisions. Team members feel ownership and commitment when their thoughts, knowledge, and viewpoints are valued. Democratic leaders facilitate talks, solicit ideas, and analyse competing opinions before reaching a decision. Inclusivity promotes openness and fairness because choices are decided by consensus rather than the leader. By including followers in decision-making, democratic leaders empower their team members and build trust, cooperation, and respect (Choi,

2022). Democratic leadership also fosters creativity, invention, and problem-solving by making team members feel appreciated and driven to contribute. Drawing on the different knowledge and experiences of organisation members, this collaborative method helps improve decision-making. Hendriks and Karsten (2019) criticise that democratic leadership can be time-consuming and unsuitable for speedy decision-making, but it ultimately boosts employee satisfaction, engagement, and productivity. Democratic leaders encourage team members to succeed and achieve goals in a friendly and inclusive workplace, boosting organisational success.

2.4.5 Laissez-faire leadership

Bergen and Bressler (2019) outline that laissez-faire leadership, French for "leave it be," delegated decision-making and problem-solving to team members. The leader gives minimal direction, enabling team members to work independently and make their own decisions. This leadership style can work well with a talented, self-motivated team. Laissez-faire leadership encourages creativity, innovation, and ownership by letting team members experiment. Individual growth and development can also result from encouraging team members to take charge of their work (Skogstad et al., 2021). However, laissez-faire leadership has drawbacks. Lack of leadership can lead to confusion, lack of coordination, and project derailment. If team members need more assistance or direction, this hands-off approach may make them feel unsupported or unsure of their job. Yang (2019) argues that laissez-faire leadership can work in some situations, but it needs a balance of autonomy and support to help the team succeed.

2.5 Different organisational settings for autocratic leadership styles concerning employee dedication and loyalty

Zhang et al. (2022) explain that traditional hierarchical systems favour authoritarian leadership and top-down decision-making. Employees must obey orders without hesitation, promoting obedience and authority. Employee loyalty in such situations is generally based on fear of punishment. This technique may speed up decision-making, but marginalised and undervalued individuals may become disengaged and resentful (Natasya and Harahap, 2023). Lack of autonomy and input may lower staff morale and commitment, leading to high turnover and poor organisational performance. On the other hand, Sorenson (2020) argues that traditional hierarchical organisations provide clear lines of power and quick decision-making, but restricted employee participation can impede innovation and creativity. Rigid hierarchies can also hamper communication and collaboration across levels, resulting in

segregated departments and inefficiencies (Gultom, 2022). Top-down control may also discourage employee initiative and ownership, lowering morale and productivity.

Wong et al. (2022) describe autocratic leadership permeates society in authoritarian countries. Coercion, propaganda, and fear instill allegiance to the organisation and its leadership. Employees may be loyal out of self-preservation or social pressure. Dissent and challenge to authority are punished severely, reinforcing conformity. Autocratic leadership in such contexts may secure compliance and stability, but it often sacrifices individual freedoms, innovation, and organisational resilience (Asianab, 2023). Fear and coercion drive loyalty, not real dedication to leadership or organisational aims. On the contrary, Erskine and Georgiou (2019) contend that despite social constraints, loyalty in authoritarian regimes is frequently based on fear rather than allegiance. Such environments stifle creativity and innovation by suppressing opposition. Compliance rather than engagement may result from employees lacking drive beyond self-preservation. Thus, organisational adaptability decreases, impeding innovation and sustainability (Igbaekemen, 2019). Coercion also damages trust and teamwork, lowering staff morale and commitment.

Natasya and Harahap (2023) outline that autocratic leadership may be needed in startups or crises to make swift decisions and maintain order. Employee dedication typically comes from urgency and faith in the leader's capacity to handle difficult conditions. These dynamic circumstances may create a culture where loyalty is based on conquering problems rather than authority. Autocratic leadership beyond the crisis phase may decrease dedication as employees desire more autonomy and decision-making power. Maintaining long-term loyalty and commitment in such environments requires balancing quick response with employee feedback. On the other hand, Igbaekemen (2019) criticise that autocratic leadership can speed up decision-making in startups and crises but alienate employees and hamper creativity. Team members may focus too much on the leader's instructions, which may hinder creativity and independence. Autocratic leadership can also lead to employee disillusionment and turnover as they want more autonomy and collaboration (Busse and Regenber, 2019). Sustainable growth and loyalty in these environments need balancing urgency and inclusivity.

Mehar et al. (2019) state that autocratic leadership is ingrained in military and paramilitary hierarchies for operational effectiveness and safety. Due to responsibility, companionship,

and the organization's objective, devotion and dedication are high here. Respecting authority promotes discipline and unity, which is essential for attaining goals and preserving order in high-stakes situations. Ignoring employees' voices and demands can lead to dissatisfaction and dissent under autocratic leadership (Wong et al., 2022). Keeping morale and loyalty high while maximising operational efficiency and effectiveness requires a balance between command authority and empowering leadership. On the contrary, Gultom (2022) argues that autocratic leadership in military and paramilitary organisations promotes discipline but stifles creativity. In dynamic contexts, the inflexible hierarchy may limit adaptability and efficiency. Overreliance on authority may also cause subordinate resentment, lowering morale and cohesion (Erskine and Georgiou, 2019). Maintaining effectiveness and loyalty in military and paramilitary settings requires balancing obedience with innovation and empowerment.

Asianab (2023) indicates that autocratic leadership in family enterprises typically results from founders or family members making decisions without consultation. A sense of belonging and personal connection to business owners can boost employee loyalty. As part of an extended family, employees may trust and be loyal. Autocratic leadership in this environment can cause favouritism, limited advancement, and opposition to reform. Initial loyalty may be strong, but it may erode if employees feel underpaid or the organisation fails to adapt to market demands (Zhang et al., 2022). Family firms must balance family relationships with professional management to retain employees. On the other hand, Busse and Regenber (2019) contend that autocratic leadership in family enterprises can build loyalty via belonging but also lead to nepotism and favouritism. The close-knit family structure may limit meritocracy and professional advancement for non-family individuals. Family disputes can also affect business operations and lower staff morale (Sorenson, 2020). Maintaining loyalty and organisational performance requires balancing familial relationships with transparent and fair management.

2.6 Relationship between transformational leadership and employee dedication and loyalty

Fitriyani (2018) explain that inspirational and visionary transformational leadership affects employee loyalty and dedication. Leaders who present a compelling future vision motivate people to work towards organisational goals. Understanding and believing in this goal makes employees dedicated and devoted to its realisation. Transformational leaders inspire

employees to work harder by setting a clear direction for the company (Sharma and Krishnan, 2022). Transformational leaders develop a unified and devoted workforce that wants to help the company succeed by painting an inspirational picture of the future and how each employee contributes. On the contrary, Siswanto et al. (2020) argue that visionary transformational leaders inspire commitment, but unrealistic visions can disillusion. If the objective seems unrealistic or leaders don't provide concrete actions, employees may grow discouraged (Ghadi, 2019). Thus, retaining employee loyalty requires balancing creativity and feasibility.

Khoso et al. (2021) describe that transformational leadership emphasises individual concern, which boosts employee loyalty. Leaders who care about each employee's needs and development make them feel valued and included. Employees are more emotionally invested in the organisation and committed to its success when their leader sees, hears, and supports them. Personalised attention builds loyalty and a desire to work hard between leader and employee (Mehtar et al., 2019). Leaders that invest in their team members' professional growth and well-being are more likely to see improved dedication, loyalty, and engagement, which boosts organisational success. On the other hand, Burch and Guarana (2019) contend that transformational leadership promotes dedication and loyalty by addressing individual needs, yet this may ignore organisational aims. Leaders need to combine individual concerns with team cohesion. Too much personalisation can split and hinder organisational performance (Burch and Guarana, 2019).

Herminingsih et al. (2020) outline that intellectual stimulation, a hallmark of transformational leadership, boosts employee loyalty. Team members feel empowered by leaders who encourage innovation, critical thinking, and creativity. Transformational leaders create a dynamic, engaged workforce by forcing employees to question assumptions, explore new ideas, and find solutions. Intellectually stimulated employees are more invested in the company's success and devoted to shared goals (Siswanto et al., 2020). Intellectually stimulating settings allow employees to learn and develop professionally, which boosts employee loyalty as they realise their contributions and the possibilities for promotion. Intellectual stimulation under transformational leadership fosters innovation, dedication, and loyalty, which boosts organisational performance. On the other hand, Sharma and Krishnan (2022) argue that intellectual stimulation in transformative leadership can boost creativity and loyalty, but too much innovation may overwhelm staff. Trying too hard to change can cause stress and uncertainty, lowering morale and loyalty. Leaders must stimulate fresh ideas while ensuring organisational stability and support (Mehtar et al., 2019).

Zanabazar (2023) state that transformational leadership's charisma and influence greatly affect employee loyalty. Captivating leaders inspire followers' trust, adoration, and confidence. They connect emotionally with employees by communicating a compelling vision and conviction. Employees feel invested in the leader's success, which builds camaraderie and loyalty. Charismatic leaders also shape team culture and ideals (Zanabazar, 2023). When a leader's charisma and actions and decisions impact them, employees are more likely to show passion and loyalty, aligning their efforts with the leader's vision and aims to support the group mission. On the other hand, Ghadi (2019) criticise that transformational leadership charm and influence can inspire loyalty, but overuse can lead to dependency. Instead of self-motivation, employees may become too dependent on the leader. If the leader's charm wanes or is seen as insincere, staff loyalty and dedication may decline, damaging organisational coherence (Herminingsih et al., 2020).

Mehar et al. (2019) indicates that transformational leadership fosters employee commitment through emotional connection. Authentic, empathetic, and enthusiastic leaders bond with their teams. Transformational leaders build trust and camaraderie by caring about employees and creating a supportive workplace. This emotional resonance bonds the leader and personnel, promoting a sense of belonging and purpose dedication (Khosro et al., 2021). Employees are more inclined to work hard and stay loyal to the company throughout tough times if they feel valued and understood by their leader. Under transformational leadership, emotional connection creates a culture of dedication, loyalty, and high employee engagement. On the contrary, Sharma and Krishnan (2022) argue that transformational leadership through emotions creates dedication and loyalty, but overuse can lead to prejudice and inconsistency in decision-making. Leaders must blend passion and logic to be fair and objective (Fitriyani, 2018). Emotional relationships that are manipulative or fake may also damage trust and employee loyalty.

2.7 Influences of transactional leadership on employee dedication and loyalty

Zanabazar et al. (2023) explain that transactional leadership fosters staff dedication and loyalty through a rewards-based structure. Leaders set performance targets and reward employees who accomplish or surpass them in this paradigm. Since employees see a clear link between their efforts and incentives, this transactional approach promotes fairness and responsibility. Thus, employees may work harder to meet goals in expectation of bonuses, promotions, or other incentives (Silva and Mendis, 2020). Extrinsic motivators like prizes focus on short-term compliance rather than intrinsic motivation and long-term engagement,

which may hinder employee dedication and loyalty. On the other hand, Mahfouz et al. (2022) argue that transactional leadership can encourage staff through rewards, but it may also foster self-interest. Teamwork and organisational cohesion may suffer if employees put themselves first (Abasilim et al., 2019). When incentives are seen as inadequate or unjust, extrinsic rewards alone may reduce dedication and loyalty.

Silva and Mendis (2019) describe that clarity and structure in transactional leadership boost employee loyalty by setting clear expectations. Leaders set tasks, positions, and performance criteria for staff. Clarity helps employees understand their roles and how they contribute to organisational goals, giving them purpose and direction. Transactional leadership also creates a stable workplace where people feel confident in their roles, which can boost their motivation. Clarity and organisation can encourage short-term conformity and task-oriented focus, but they may inhibit creativity and innovation (Nugraha, 2021). In dynamic or frequently changing organisations, strict protocols may reduce employee loyalty and engagement. On the contrary, Chandran (2020) criticise that clear boundaries and structure in transactional leadership may limit employee autonomy and innovation. Protocols can constrain employees, lowering motivation and loyalty. Overly regimented environments may also limit innovation and organisational agility by failing to adapt (Chandran, 2020). Maintaining employee loyalty requires balancing structure and flexibility.

Lee (2019) outlines that performance monitoring under transactional leadership greatly affects employee loyalty. Leaders monitor employee performance and provide comments, awards, or corrective actions. Active involvement shows employees that their contributions are valued, creating accountability and dedication. Performance monitoring also maintains high standards and fosters ongoing progress, which can boost employee loyalty and dedication. However, excessive monitoring may cause employees to feel watched or mistrustful, lowering morale and engagement. Focusing solely on performance achievements may ignore personal growth and development, which may undermine long-term loyalty (Mahfouz et al., 2022). Thus, performance monitoring must mix accountability and empowerment to maximise employee engagement and loyalty. On the other hand, Nugraha (2021) contend that transactional leadership performance monitoring can motivate employees but also cause worry and resentment. Increased surveillance may lower morale and loyalty by making employees feel invaded. A tight focus on outcomes may also ignore individual growth and development, reducing long-term organisation loyalty (Breevaart et al., 2022).

Hoxha (2019) state that transactional leadership builds trust and employee loyalty. This

trust is founded on constant employee performance rewards and consequences. When leaders consistently offer incentives for fulfilling goals and sanctions for failing, employees trust the system's fairness and predictability. This trust gives employees a sense of security and confidence, driving them to work hard for rewards and avoid penalties. Transactional trust may also lead to dependence on external rewards for motivation, which could undermine internal drive and long-term commitment if employees feel underpaid or unfairly treated (Hoxha, 2019). Thus, transactional trust may foster short-term dedication but hinder long-term loyalty and engagement. On the contrary, Abasilim et al. (2019) argue that transactional trust in leadership through constant incentives and consequences can drive short-term dedication. However, overusing external rewards may reduce intrinsic motivation and loyalty. Disconnection from the company's principles and goals may lower employee engagement (Lee, 2019). Transactional trust encourages immediate obedience but may impair long-term loyalty.

Breevaart et al. (2022) indicate that transactional leadership encourages quick compliance and performance, which boosts employee loyalty. Leaders may motivate workers to prioritise short-term goals by creating clear goals and delivering tangible rewards. This focus on immediate results can improve dedication and loyalty by providing a sense of accomplishment and acknowledgment. A narrow focus on short-term goals may ignore staff development and well-being. If their contributions are only assessed by short-term successes, employees may feel undervalued or disengaged, decreasing loyalty and commitment (Silva and Mendis, 2019). Thus, transactional leaders must balance short-term goals with long-term employee engagement and loyalty for organisational success. On the other hand, Silva and Mendis (2020) criticise that transactional leadership's short-term results-focused rewards may enhance devotion temporarily. This method neglects long-term employee development and well-being, which may weaken loyalty. If only short-term achievements are measured, employees feel devalued and disengaged (Zanabazar et al., 2023). Maintaining employee loyalty requires balancing short-term and long-term goals.

2.8 Relationship between democratic leadership and employee dedication and loyalty

Saputra and Mahaputra (2022) explain that democratic leadership, which emphasises inclusion and engagement, greatly affects employee loyalty. Democratic leaders foster team ownership and commitment by including employees in decision-making and requesting their input. Employees feel valued and respected for their efforts, promoting loyalty to the com-

pany and its mission. Participation in decision-making empowers employees, promoting engagement and loyalty to shared goals. Inclusion fosters a culture of collaboration and respect for employees' opinions (Paais and Pattiruhu, 2020). A sense of belonging creates emotional bonds to the company, increasing employee dedication and loyalty. Democratic leadership creates a supportive and engaged workforce, which drives organisational success through loyal and dedicated people. On the contrary, Monsegue and Williams-Paul (2022) argue that overly democratic methods may waste time and fail to make decisions, yet inclusivity and participation in democratic leadership can build loyalty. Long decision-making processes can annoy employees and slow development when consensus is hard to reach. Too much engagement may dilute accountability, causing team members to lack commitment and responsibility (Monsegue and Williams-Paul, 2022).

Wong et al. (2022) describe that democratic leadership creates a sense of belonging among employees, which boosts loyalty. Democratic leaders foster an inclusive, collaborative environment where employees feel appreciated by incorporating them in decision-making. This promotes ownership and dedication to the company's mission. Since they feel like they belong, employees who feel supported and cohesive are more loyal and dedicated. A strong sense of belonging fosters emotional connections with the company, boosting morale and engagement (Monsegue and Williams-Paul, 2022). Democratic leadership prioritises diversity and collaboration, creating a culture of belonging that inspires employee commitment. On the other hand, Paais and Pattiruhu (2020) contend that whole democratic leadership fosters belonging through inclusiveness, overemphasising involvement may marginalise some voices. Undervalued or marginalised opinions can reduce employee belonging. Moreover, lengthy decision-making processes in highly democratic contexts can cause dissatisfaction and disengagement, reducing loyalty and dedication (Megawati and Umar, 2023).

Haryanto et al. (2022) outlines that democratic leadership promotes employee loyalty by building trust and transparency. Democratic leaders build trust by sharing information and involving staff in decision-making. Transparency about organisational goals, issues, and initiatives fosters employee understanding and leadership confidence. Transparency fosters honesty and accountability, making employees feel appreciated and respected. Leaders who are transparent and trustworthy make employees feel emotionally linked to the company and committed to its success. Since employees trust their leaders, they stay loyal and dedicated (Paais and Pattiruhu, 2020). Democratic leadership fosters trust and transparency, which boosts employee engagement and loyalty. On the contrary, Monsegue and Williams-Paul (2022) argue that democratic leadership fosters trust and transparency, but

too much openness can confuse employees. Trust may be undermined if leaders break promises or decision-making seems arbitrary. Overly transparent settings may reveal organisational weaknesses or disputes, eroding employee trust and loyalty.

Monsegue and Williams-Paul (2022) outlines that democratic leadership boosts employee loyalty by offering skill development and advancement opportunities. Democratic leaders inspire innovation and professional progress by including people in decision-making. This involvement gives employees a sense of ownership and accountability, encouraging them to try new things and learn new skills. Democracy also promotes talent development through training, mentorship, and job promotion (Haryanto et al., 2022). Supported professional development increases employee loyalty and dedication to the organisation that invests in their future. Democratic leadership fosters a culture of constant learning and progress, which builds employee loyalty. On the other hand, Monsegue and Williams-Paul (2022) criticise that democratic leadership encourages skill development and advancement, but overempowering some people can cause stress and burnout. In highly participative decision-making processes, people may prioritise consensus-building over personal growth. Growth opportunities that are not available to all employees can also cause resentment and lower team loyalty (Wong et al., 2022).

Megawati and Umar (2023) indicate that democratic leadership fosters flexibility and adaptation, which boosts employee loyalty. Democratic leaders foster open communication and employee participation in decision-making to foster innovation and free thought. This flexibility helps organisations adapt quickly to external changes, encouraging agility and resilience. Empowering employees to share their ideas and viewpoints increases their emotional investment in the company's success, boosting loyalty and dedication. Democratic leaders also value collaboration and teamwork, helping staff adapt to new difficulties and thrive (Saputra and Mahaputra, 2022). Democrats' flexibility and agility generate a positive organisational culture that fosters employee participation and loyalty. On the other hand, Monsegue and Williams-Paul (2022) argue that democratic leadership encourages adaptability, but overdoing it can lead to indecision and inefficiency. Over-participation can slow decision-making and slow the organization's response to changes. In highly participative environments, clashing perspectives can cause friction and change resistance (Wong et al., 2022). Maintaining employee loyalty requires balancing flexibility and efficiency.

2.9 Relationship between laissez-faire leadership and employee dedication and loyalty

Silva and Mendis (2019) explain that laissez-faire leadership's emphasis on freedom and autonomy might affect employee loyalty and dedication. Giving workers autonomy to make decisions and manage their duties can empower and give them ownership over their work. Self-motivated and skilled workers who flourish in low-supervision situations may be more loyal and dedicated. However, unclear leadership may cause confusion and lower dedication and loyalty for others. Some employees may struggle to prioritise duties or make good judgements without enough supervision, affecting their dedication to the company (Hajjali et al., 2022). Thus, under laissez-faire leadership, independence and autonomy may increase dedication and loyalty for some but decrease it for others. On the other hand, Chowdhury (2019) argue that freedom and liberty under laissez-faire leadership can empower some but overwhelm others. Self-disciplined and motivated workers may thrive in autonomous situations, promoting loyalty (Kumar, 2019). However, individuals who need more structure and supervision may feel lost, decreasing dedication and loyalty as they struggle to fulfil their duties without clear leadership.

Thanh and Quang (2022) describe that employee dedication and loyalty to skill development and progress might vary under laissez-faire leadership. Laissez-faire leadership can encourage staff to seek out professional development opportunities on their own. Motivated people that flourish in such situations may be more loyal and dedicated with this self-directed attitude. Some employees may fail to recognise and follow development possibilities without leader assistance, which may limit skill development and advancement. As they feel unsupported in their career advancement, their loyalty to the company may erode (Jabeen et al., 2019). Thus, laissez-faire leadership may help some thrive but hinder others, influencing their dedication and loyalty. On the contrary, Khan and Adnan (2019) contend that laissez-faire leadership may help self-motivated, autonomous workers gain skills. However, without supervision, some may struggle to find opportunities, impeding their development and eroding loyalty. Autonomy might help some thrive, but it can hinder others, affecting dedication and loyalty (Khan and Adnan, 2019).

Zanabazar et al. (2023) mention that accountability and responsibility-related employee loyalty and dedication are complicated by laissez-faire leadership. This leadership style gives employees a lot of freedom, but they must handle their own projects and activities. For self-

driven people, autonomy can increase accountability and ownership over their job, which may boost dedication and loyalty. Also, some employees fail to prioritise duties and make good judgements which leads to feelings of isolation or neglect without leadership guidance (Chowdhury, 2019). Then, lack of leadership participation or guidance reduces their dedication and loyalty to the organisation. Thus, laissez-faire leadership may improve responsibility for some but weaken it for others which affect dedication and loyalty. On the other hand, Jabeen et al. (2019) criticise that laissez-faire leadership empowers people to make decisions and manage tasks which promotes accountability. Then, some may struggle to prioritise and thus, reduces accountability and dedication without instruction. So, autonomous employees thrive in this atmosphere but others feel neglected and lose loyalty due to a lack of leadership support (Wong et al., 2019).

Wong et al. (2019) outline that employee dedication and loyalty regarding engagement and morale are greatly affected by laissez-faire leadership. This leadership style gives employees independence and autonomy, but if handled poorly, it may diminish engagement and morale. Some employees may feel undervalued or disengaged without clear leadership, lowering morale and loyalty. Lack of leadership participation may also lead to a lack of acknowledgment or feedback, furthering isolation. Laissez-faire leadership may boost morale and dedication in self-motivated, skilled people who flourish in independent surroundings (Jabeen et al., 2019). Thus, laissez-faire leadership affects employee engagement and morale depending on its implementation and personnel traits. On the other hand, Kumar (2019) argue that self-driven personnel that thrive in autonomy may be engaged and motivated by laissez-faire leadership. Without guidance, others may feel neglected and disengaged, lowering morale and loyalty (Zanabazar et al., 2023). Some thrive while others struggle which affects involvement and morale under laissez-faire leadership.

2.10 Research Hypothesis

H1: There is a significant positive relationship between transformational leadership and employee dedication and loyalty in retail industry of Finland.

H2: There is a significant positive influences of transactional leadership on employee dedication and loyalty in retail industry of Finland.

H3: There is a significant positive relationship between the relationship between democratic leadership and employee dedication and loyalty in retail industry of Finland.

2.11 Chapter Conclusion

Here, leadership theories and styles and their effects on employee loyalty and dedication have been thoroughly examined in the literature review. Also, each method has pros and cons for organisational commitment from transformational to laissez-faire leadership. Then, transformational leadership inspires via vision and empowerment while transactional leadership rewards and conforms. Also, democratic leadership fosters trust and inclusivity while laissez-faire leadership emphasises autonomy. Thus, leaders who desire a loyal and dedicated workforce understand these factors. Then, recognising the strengths and weaknesses of different leadership styles allows organisations to match their approach with their goals and values which improves employee commitment and organisational success. Thus, this chapter emphasises the importance of leadership in moulding employee attitudes and behaviours and the necessity for continued research and practice in this essential area of organisational management.

3 Research Methodology

Here, this chapter of the research details the research methods used to examine how leadership styles affect retail workers' devotion and loyalty in Finland. Then, the chapter begins with a discussion of research philosophy and explains why a positivist perspective was chosen to support the study's goals of empirical observation and quantitative analysis (Sukamolson, 2022). Also, the deductive research strategy, quantitative method, data collection strategies, sample size determination, data analysis tools and ethical considerations needed to conduct this study are explained in subsequent parts. Then, Saunders Research Onion is used in this research. The Saunders Research Onion conceptualises research methodological development where it has six layers that are study philosophy, approach, strategy, decision, time horizon and data gathering methods (Saunders et al., 2009). Also, the research process progresses from philosophical issues to data gathering and analytic methodologies. Then, researchers can address methodological concerns systematically and ensure study coherence and rigour with this structured approach (Saunders et al., 2009).

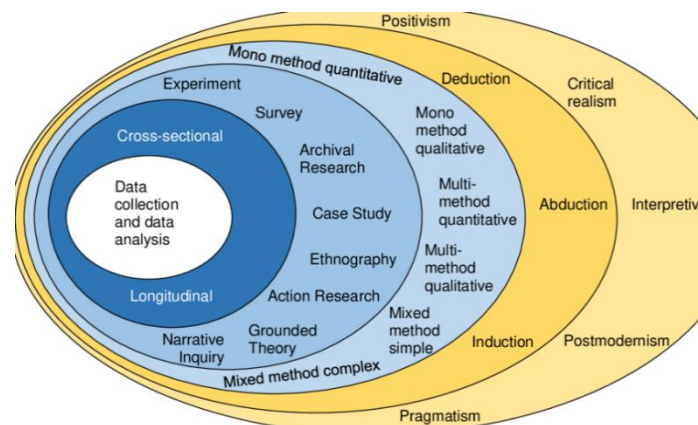


Figure 1: Saunders Research onion

Source: (Saunders et al., 2009)

3.1 Research philosophy

Positivism research philosophy will be used to explore how different leadership approaches impact employee dedication and loyalty in retail industry of Finland.

Here, there are three types of research philosophies like interpretivism, positivism and pragmatism (Saunders et al., 2009). Also, the research philosophy behind every study guides its approach, methods and outcomes interpretation. Then, interpretivism, positivism, and

pragmatism give different views on knowledge acquisition and understanding (Fischer et al., 2023). Personal views, experiences and interpretations are central to interpretivism. Thus, it recognises the complexity of human behaviour and uses qualitative approaches like interviews and observations to understand actions. Positivism emphasises science and empirical data and is objective. Also, it seeks universal truths by systematic observation and measurement which often use quantitative methods. Pragmatism balances practicality and utility between these extremes (Park, 2016). Thus, it stresses the need of using varied approaches based on the research question to create practical insights for real-world decisions. Then, each ideology has pros and cons that affect researchers' methodologies, data processing and interpretation. Also, researchers need to understand these ideologies to match their approach to their epistemological ideas and research questions (Sürücü and Maslakci, 2020). Then, positivist research would be objective and systematic in studying how leadership styles affect employee dedication and loyalty in Finland's retail business. Positivism uses empirical observation and quantitative data to find causal links where Leadership styles and employee views are likely to be studied via organised survey questionnaires. Here, statistical investigation would determine whether leadership styles affect employee dedication and loyalty (Williams, 2021). The study uses positivism to demonstrate how leadership approaches affect employee attitudes and behaviours which improve our knowledge of organisational dynamics in the Finnish retail sector.

Here, positivism is ideal for studying how leadership styles affect employee loyalty and dedication in Finland's retail business where its emphasis on empirical observation, quantitative data and objective analysis matches the study objectives (Sürücü and Maslakci, 2020). Also, positivism lets researchers collect quantitative data on hierarchical structures, decision-making processes and employee views to uncover autocratic leadership styles in organisations. Also, researchers can categorise autocratic situations and associate them with employee devotion and loyalty through surveys where positivism helps quantify leadership behaviours and outcomes when it assesses transformative leadership and employee passion and loyalty (Ahmad et al., 2019). Transformational leadership approaches affect employee attitudes and behaviours and quantitative surveys can measure their frequency and efficacy where positivism also lets researchers quantify transactional leadership behaviours like contingent rewards and management-by-exception. Then, statistical analysis can show relationships between leadership styles and employee loyalty and dedication (Sukamolson, 2022). Positivism's objective measurement enables for the study of democratic leadership and employee loyalty and thus, researchers can find links between democratic leadership and organisational success as it collects data on participatory decision-making and employee happiness. Also, positivism helps academics quantify leader non-intervention and

its consequences on staff dedication and loyalty while studying laissez-faire leadership (Fischer et al., 2023). Researchers can use statistical analysis to assess if laissez-faire leadership lowers employee engagement and loyalty. So, positivism offers a methodical and empirical way to studying the complex relationship between leadership styles and employee loyalty in Finnish retail. Here, researchers can inform organisational practices and advance leadership studies through quantitative methodologies. On the other hand, positivism and pragmatism may not be effective research philosophies for studying leadership techniques' effects on employee commitment and loyalty in the Finnish retail industry due to their inability to capture human behaviour and organisational dynamics (Plonsky and Gass, 2021). Also, while the researcher values practical outcomes, pragmatism lacks the methodical methodology that is needed to establish causal linkages. Positivism's emphasis on scientific observation may ignore qualitative components vital to understanding leadership's subtle effects on employee attitudes and behaviours (Sukamolson, 2022).

3.2 Research Approach

Deductive research approach will be used to explore how different leadership approaches impact employee dedication and loyalty in retail industry of Finland.

There are three types of research approach like inductive, deductive and abductive approach (Saunders et al., 2009). Here, inductive reasoning moves from observations to theories and generalisations where researchers use empirical data to form hypotheses and ideas based on patterns. In contrast, deductive reasoning examines general hypotheses and principles against specific observations or data (Caputi and Balnaves, 2021). Thus, it goes from theory to observation top-down. In contrast, abductive reasoning generates hypotheses to explain observed occurrences and thus, entails developing educated assumptions and hypotheses that are based on incomplete knowledge and testing and improving them through observation and analysis. Also, each approach has strengths and can be used depending on the study objective, context and data. Here, a deductive research approach will be used to examine how leadership styles affect retail employee loyalty in Finland (Holton and Burnett, 2022). Thus, this method starts with a general theory and hypothesis and tests it in Finland's retail business. So, the research thoroughly examines leadership and employee loyalty theories to determine if they apply to Finnish retail. Also, this deductive technique allows for the formation of precise hypotheses that can be empirically evaluated through data collection and analysis which reveals the relationship between leadership styles and employee commitment in Finnish retail (Sadan, 2017).

Here, deductive research is warranted for studying how different leadership styles affect employee dedication and loyalty in Finland's retail industry due to its structure and method

where deductive research begins with a hypothesis and theory in this case linking leadership styles to dedication and loyalty (Skinner, 2020). So, this method lets researchers test hypotheses which are based on theories or literature. Also, deduction can identify and examine organisational contexts for autocratic, transformational, transactional, democratic and laissez-faire leadership styles in the Finnish retail business. Researchers can examine how different leadership styles affect employee loyalty and dedication through thorough study (Sürücü and Maslakci, 2020). Thus, this rigorous technique lets researchers make relevant conclusions on how each leadership style affects employee attitudes and behaviours in the Finnish retail sector. Thus, the study uses deductive reasoning to add to leadership and organisational behaviour research in Finnish retail (Ahmad et al., 2019). So, this study should not use inductive or abductive research methods which generate theories and hypotheses from observed patterns and data. So, the study questions are specific and hypothesis-driven and therefore, deductive reasoning is better. On the other hand, inductive and abductive methodologies lack the concentration needed to study leadership styles and staff dedication and loyalty in Finnish retail (Sukamolson, 2022).

3.3 Research Method

Quantitative research method will be used to explore how different leadership approaches impact employee dedication and loyalty in retail industry of Finland.

There are three types of research methods like quantitative, qualitative and mixed method (Saunders et al., 2009). Here, quantitative research examines variables' patterns, correlations, and associations through numerical data. Also, it uses statistics to analyse data and emphasises objectivity, dependability and generalizability. Then, qualitative research uses words, images and observations to study phenomena (Skinner, 2020). Thus, it emphasises context, meaning and subjective experiences through interviews, observations and content analysis. Also, mixed methods research combines quantitative and qualitative methodologies to help researchers comprehend a study problem. Thus, it involves gathering, analysing and combining numerical and non-numerical data in one study to improve insights and validity. Here, each method has pros and cons which depend on the study's goals, questions and context. Then, quantitative research will examine how leadership styles affect retail employee loyalty in Finland (Ahmad et al., 2019). So, this method measures variable relationships precisely and objectively as it collects and analyses numerical data. Surveys and questionnaires can collect quantitative data on leadership styles and employee attitudes, and regression and correlation can find significant associations. The quantitative method provides empirical information on the impact of leadership techniques on employee outcomes which can drive retail policy and decision-making (Plonsky and Gass, 2021).

Here, quantitative research on leadership styles and staff loyalty in Finland's retail business has many advantages where quantitative methodologies allow researchers to objectively assess and analyse leadership styles and employee outcomes as it collects numerical data (Lazaraton, 2021). Thus, this framework helps identify organisational contexts for authoritarian, transformational, transactional, democratic and laissez-faire leadership styles and their effects on devotion and loyalty. Also, quantitative research uses regression and correlation analysis to evaluate these associations' strength and direction. Then, standardised metrics and statistical processes help researchers verify their findings and strengthen their conclusions (Holton and Burnett, 2022). The quantitative technique allows researchers to generalise their findings to larger populations in Finland's retail business which provides practitioners and policymakers with useful information. Also, quantitative research provides a rigorous and systematic approach to studying the complex relationship between leadership styles and employee dedication and loyalty in Finnish retail. On the other hand, the researcher should not use qualitative and mixed methods for this study since they focus on context and subjective experiences rather than quantitative relationships (Ahmad et al., 2019). Here, a quantitative approach is better for studying how leadership styles affect dedication and loyalty since it requires numerical data and statistical analysis. Mixed techniques complicate quantitative findings without adding value while qualitative methods lack the accuracy needed to define organisational settings and examine correlations (Sadan, 2017).

3.4 Data Collection

Primary data collection through survey questionnaire will be used to explore how different leadership approaches impact employee dedication and loyalty in retail industry of Finland. The employees of retail industry of Finland will be surveyed. The survey questionnaire will be sent through email. The survey is anonymous. Also, a letter is sent with the survey explaining the reasons for sending the survey.

There are three types of primary data collection, secondary data collection and mixed data collection (Saunders et al., 2009). Primary data is collected from primary sources. This can be done with surveys, interviews, observations, or experiments. Though time-consuming and expensive, it provides direct research insights. Government publications, academic journals, and industrial reports are used for secondary data collection (Skinner, 2020). This method is faster and cheaper but may not answer the research question. Mixed data collecting uses primary and secondary methods to draw on their strengths. Researchers can supplement primary data with literature or secondary data using surveys or interviews (Gunter, 2021). This method optimises resource allocation and provides a complete knowledge. Each data collection method has pros and cons, depending on research goals, resources,

and analytical depth. Here, for this study, a survey questionnaire will be used to examine how varied leadership styles affect retail employee devotion and loyalty in Finland. The email survey will target employees in this sector (Caputi and Balnaves, 2021). To study the relationship between leadership styles and employee commitment, this method provides direct access to a representative sample of retail workers. Email dissemination ensures widespread engagement and captures a variety of opinions, helping us grasp this essential dynamic.

A survey questionnaire sent by email is justified for studying how different leadership styles affect employee dedication and loyalty in Finland's retail business. This technique has various research-specific benefits (Holton and Burnett, 2022). Here, by directly polling employees, researchers can learn about their perspectives and experiences with different leadership styles and their effects on devotion and loyalty. Also, survey questionnaires collect quantitative data, making statistical analysis of leadership approaches and employee results easier. The survey is distributed by email to efficiently collect data from a broad and geographically dispersed sample of Finnish retail employees (Lazaraton, 2021). This method provides flexibility in reaching respondents and fast data collecting and analysis. Primary data gathering via email survey questionnaires is an organised and efficient way to study leadership styles and staff dedication and loyalty in Finnish retail. This research requires specialised leadership insights from employees, thus secondary and mixed data collection methods like survey questionnaires are unsuitable (Caputi and Balnaves, 2021). Using only available data may limit knowledge and miss complex views. Direct employee surveys enable for personalised questions and research relevance. Using primary data gathering methods allows for real-time analysis of experiences and impressions, providing a complete picture of leadership styles and employee dedication and loyalty in the Finnish retail business (Caputi and Balnaves, 2021).

3.5 Sample Size and Sampling Technique

Here, 100 employees of retail industry of Finland will be surveyed to explore how different leadership approaches impact employee dedication and loyalty in retail industry of Finland. Simple random sampling technique will be used in this research.

There are two types of sampling technique like simple random sampling and convenient sampling (Saunders et al., 2009). Samples are taken from a broader population for research. Convenience and simple random sampling are popular. Simple random sampling selects population members at random, giving each member an equal probability. The researcher favours this strategy when the population is homogeneous and researchers want to minimise bias (Williams, 2021). In contrast, convenience sampling selects persons or

units depending on researcher accessibility and convenience. This strategy is convenient but may misrepresent the population. Here, the researcher select amongst various methods based on study objectives, resources and limits. Thus, this study will survey 100 Finnish retail workers to determine how leadership styles affect commitment and loyalty (Ahmad et al., 2019). Also, the study will use simple random sampling to provide all employees an equal chance of being surveyed. This strategy improves sample representativeness and allows generalisations to Finnish retail employees where the study examines leadership styles and employee dedication to improve retail organisational effectiveness and employee happiness (Caputi and Balnaves, 2021).

Here, a simple random sample of 100 Finnish retail employees is suitable for studying how leadership styles affect employee dedication and loyalty where this method reduces bias and improves sample representativeness as it gives each employee an equal chance of being selected for the survey (Williams, 2021). Then, the researcher can directly survey employees to measure the effects of different leadership styles on devotion and loyalty and thus, can access a broad and geographically distributed Finnish retail sample through emailing the survey questionnaire (Gunter, 2021). So, this method allows precise and reliable study of the links between transformational, transactional, democratic and laissez-faire leadership styles and employee dedication and loyalty in the Finnish retail business. Also, convenience sampling bias research as it selects participants based on their accessibility and availability rather than reflecting the total population (Skinner, 2020). So, a systematic and impartial sampling procedure like simple random sampling is needed to correctly reflect the thoughts and experiences of Finnish retail industry employees on different leadership methods.

3.6 Data Analysis

Descriptive statistics like mean, median, mode and frequency and inferential statistics like correlation and regression analysis will be used to explore how different leadership approaches impact employee dedication and loyalty in retail industry of Finland. Ms Excel and SPSS will be used to produce statistical analyse.

There are three types of data analysis like statistical analysis, content analysis and thematic analysis (Saunders et al., 2009). Also, statistical analysis uses arithmetic to find patterns, connections and associations in numerical data. Then, quantitative research uses this method to measure and analyse variable relationships. However, content analysis methodically analyses qualitative material like texts, photos, and videos to find themes, patterns and meanings. Communication and media content studies often employ this strategy (Suka-

molson, 2022). Also, identifying, analysing and interpreting themes and meanings in qualitative data reveals participants' viewpoints and experiences. So, different data analysis methods have different benefits which depend on the data and research goals. Also, descriptive statistics like mean, median, mode and frequency will be used to summarise and describe employee dedication and loyalty in response to varied leadership styles in Finland's retail industry. Thus, these statistics summarise the data which highlights key trends and distribution patterns (Sürücü and Maslakci, 2020). So, inferential statistics like correlation and regression will be used to assess leadership styles and employee loyalty as these methods let the researcher determine the size and direction of relationships which reveal how leadership styles affect employee outcomes.

Here, a detailed research of how different leadership styles affect employee dedication and loyalty in Finland's retail business requires descriptive and inferential data. Also, descriptive statistics like mean, median, mode, and frequency summarise employee dedication and loyalty across leadership types (Sukamolson, 2022). So, these measurements reveal data dispersion and key tendencies which help to analyse patterns. Inferential statistics like correlation and regression analysis help academics understand how leadership styles affect employee results. So, the researcher can identify devotion and loyalty predictors through regression analysis and establish the strength and direction of relationships between variables through correlations (Lazaraton, 2021). Here, practitioners and policymakers can learn how transformational, transactional, democratic and laissez-faire leadership styles affect employee dedication and loyalty in the Finnish retail industry through this comprehensive statistical approach (Sürücü and Maslakci, 2020). This study should not use content or topic analysis because they are designed for qualitative data like texts, photos, or videos. Since the research seeks to quantify the effects of leadership styles on employee devotion and loyalty, correlation and regression analysis are better. These statistical methods allow for the analysis of variables and the discovery of relevant predictors, revealing how leadership styles affect Finnish retail employee outcomes (Williams, 2021).

3.7 Validity and Reliability of the Research

Research studies need validity and reliability to be accurate and trustworthy. Several steps have been done to improve the research's validity and reliability in Finland's retail industry research on leadership styles and employee loyalty.

3.7.1 Validity

Validity is how well the research measures its goals. Following theoretical frameworks, the study operationalized leadership styles, employee dedication, and loyalty to assure construct validity. Alignment with theories aids deductive research (Sürücü and Maslakci, 2020). A comprehensive survey instrument that covers all areas of leadership styles and employee outcomes strengthens content validity. Correlating the survey findings with Finnish retail benchmarks and industry norms addresses criterion-related validity (Gunter, 2021). Thus, controlling external variables that may affect leadership styles and employee outcomes maintains internal validity. Maintaining a consistent survey environment and controlling for staff tenure and demographics are necessary.

3.7.2 Reliability

The consistency and reproducibility of study findings is reliability. Likert scales, which are reliable and consistent at capturing respondent attitudes and perceptions, are used in the survey to assure internal reliability (Caputi and Balnaves, 2021). To examine test-retest reliability, a group of respondents could be surveyed twice to ensure consistency. Training data analysts to use standardised data coding processes consistently improves inter-rater reliability. The poll uses basic random sampling to ensure that the sample is representative of Finnish retail employees, making the findings generalizable (Lazaraton, 2021).

3.8 Ethical Considerations

The researcher need to consider ethics when studying delicate topics like how leadership styles affect employee loyalty. Here, participants should understand the study's aim, procedures and dangers before consenting to participate in the survey (Gunter, 2021). Data should be securely stored and identifiers deleted during analysis to safeguard participants' privacy. Privacy of the participants will be ensured. The researcher should also avoid intrusive and leading survey questions to minimise participant damage or discomfort (Saunders et al., 2009). Also, the researcher disclose findings honestly and properly without manipulating data. Addressing these ethical considerations can preserve the study's integrity and protect the rights and well-being of participants in the study of leadership methods and employee dedication and loyalty in Finland's retail business (Goertzen, 2017).

4 Findings, Analysis and Discussion

4.1 Introduction

This chapter of the research covers findings on different organizational settings for autocratic leadership styles concerning employee dedication and loyalty in retail industry of Finland. Then, it assesses the relationship between transformational leadership and employee dedication and loyalty in retail industry of Finland. Also, it evaluates the influences of transactional leadership on employee dedication and loyalty in retail industry of Finland. Thus, this chapter analyses the relationship between democratic leadership and employee dedication and loyalty in retail industry of Finland. Also, this chapter investigates the impact of laissez-faire leadership's on employee dedication and loyalty in retail industry of Finland. Then, this chapter compares the findings with the existing literature.

4.2 Findings

The findings of the research is presented as follows:

4.2.1 Demographic Characteristics

A) Age Level of Respondents

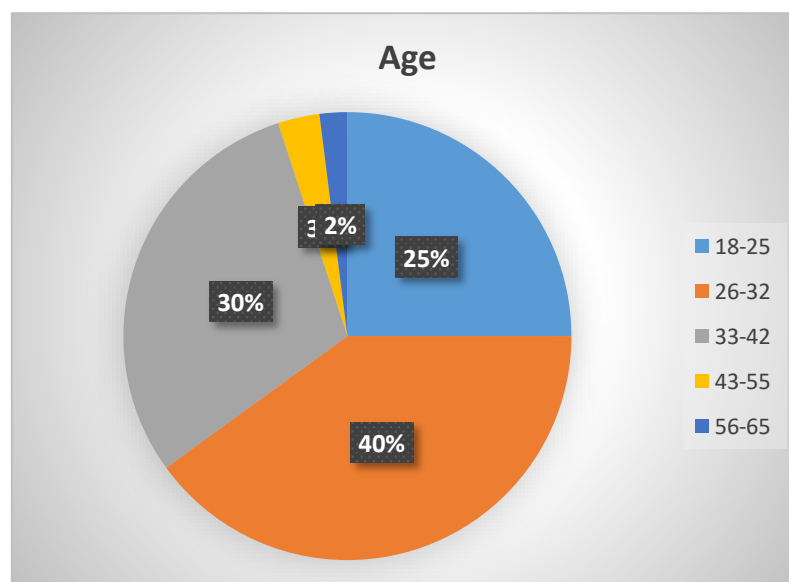


Figure 2: Age Level of Respondents;

Source: Developed from Survey Data (Appendix 7.2)

The 26-32 age group accounts for 40% of respondents. The 18-25 category that is 25% of respondents follows closely after suggesting a large presence of younger people potentially

due to rising trends or technologies. The 33-42 age level has 30% respondents. The 43-55 and 56-65 age categories had smaller percentages of 3% and 2% respectively indicating a smaller but still significant presence of older professionals and retirees with distinct insights or preferences.

B) Gender of Respondents

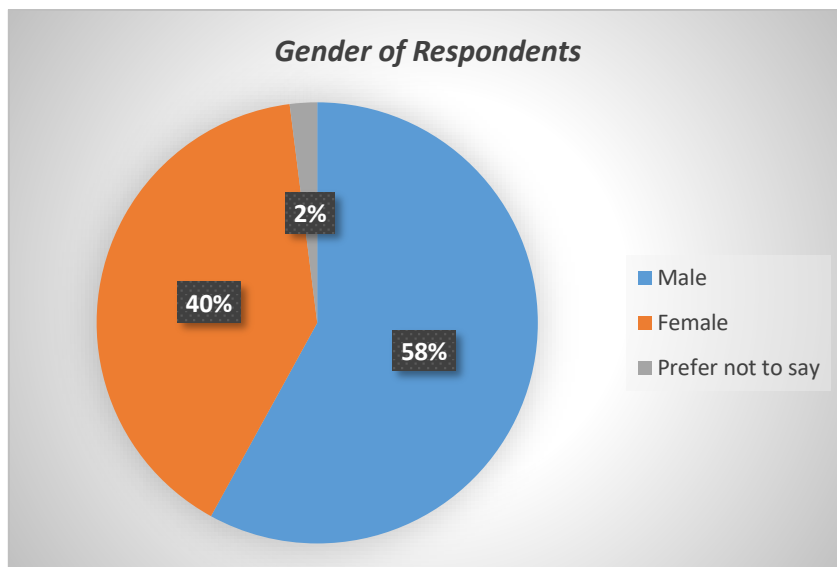


Figure 3: Gender of Respondents;

Source: Developed from Survey Data (Appendix 7.2)

The respondents' gender distribution shows a majority of males at 58% that is followed by females at 40%. A small percentage that is 2% preferred not to disclose their gender which indicates privacy preferences and a neutral stance on the question.

4.2.2 Different organizational settings for autocratic leadership styles concerning employee dedication and loyalty in retail industry of Finland

A) Relative rating for the level of autonomy employees have in making decisions related to their work within their organization's autocratic leadership

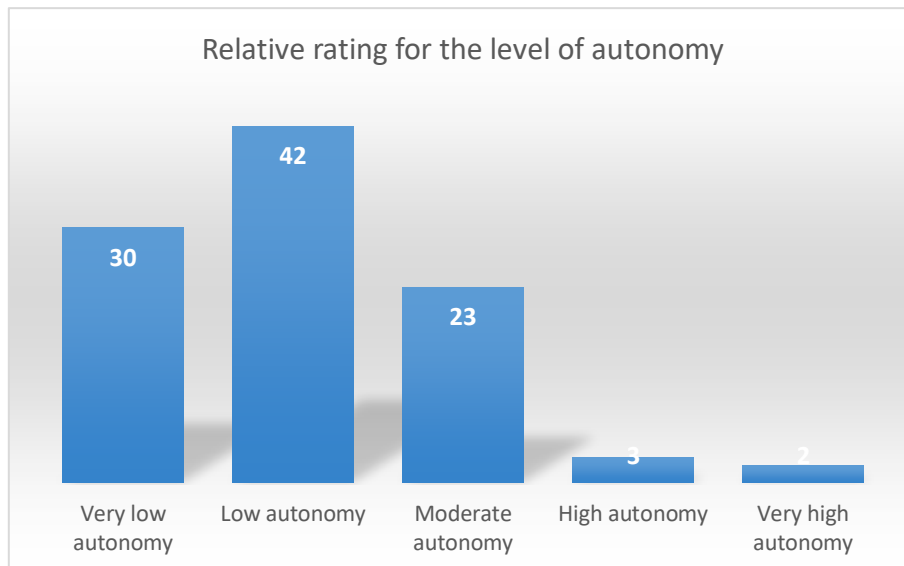


Figure 4: Relative rating for the level of autonomy;

Source: Developed from Survey Data (Appendix 7.2)

Autocratic leadership styles affect employee loyalty and dedication in Finnish retail. Here, 40 employees have extremely low and 42 employees have low decision-making autonomy which limiting their independence. Also, 13 employees express moderate autonomy which implies some job discretion. High autonomy (3 employees) and extremely high autonomy (2 employees) are rare which demonstrate that authoritarian leadership styles provide most employees little control over their job decisions.

B) Relative importance of employees' opinions and suggestions considered in decision-making processes within their organization's autocratic leadership

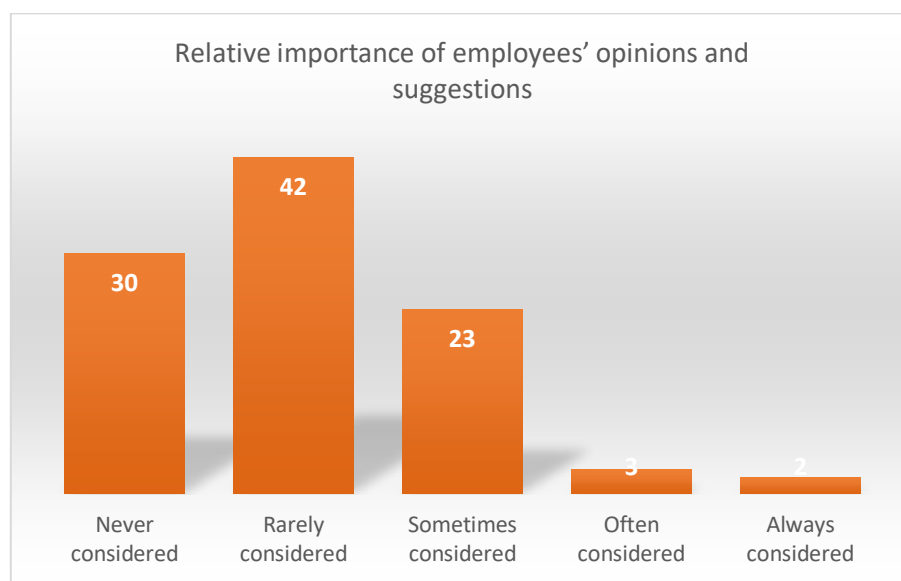


Figure 5: Relative importance of employees' opinions and suggestions;

Source: Developed from Survey Data (Appendix 7.2)

In Finnish retail, autocratic leadership styles affect employee loyalty. The research shows that decision-making procedures differ in their consideration of employee input. About 30 employees say their feedback is never considered, suggesting a hierarchical framework that ignores employee voices. 42 employees say their suggestions are rarely considered, emphasising top-down decision-making. Only 3 of 23 employees say their opinions are often considered, and only 2 say their input is always valued, highlighting the rarity of genuine employee involvement in autocratic leadership setups.

C) Relative importance of opinions that autocratic leadership in their organisation negatively impacts their dedication

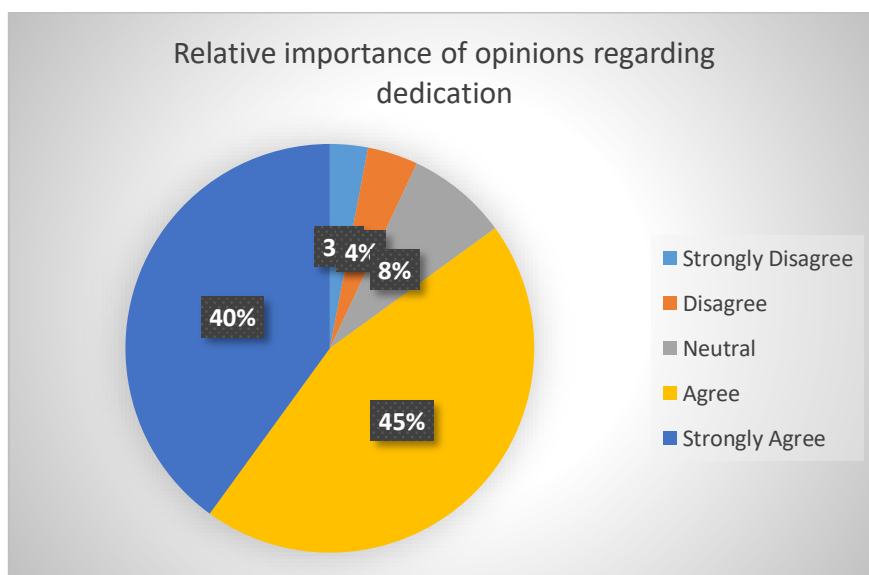


Figure 6: Relative importance of opinions regarding dedication;

Source: Developed from Survey Data (Appendix 7.2)

In Finnish retail, autocratic leadership affects employee loyalty differently. 45 employees think that autocratic leadership negatively affects their dedication, implying suppressed autonomy or empowerment in such organisational frameworks. In addition, 40 employees highly agree, demonstrating that autocratic leadership hinders dedication and excitement for work. Seven employees strongly disagree, disagree, or are neutral on the issue, revealing different views on how authoritarian leadership affects dedication.

D) Relative importance of opinions that autocratic leadership in their organisation negatively impacts their loyalty

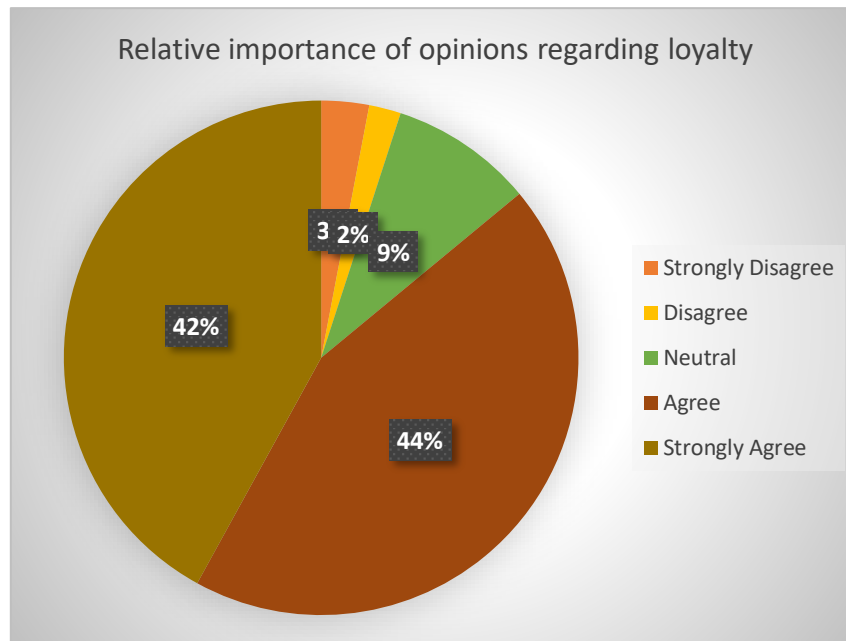


Figure 7: Relative importance of opinions regarding loyalty;

Source: Developed from Survey Data (Appendix 7.2)

Retail workers in Finland have different views on how autocratic leadership affects loyalty. Autocratic leadership negatively affects loyalty, according to 44 employees, demonstrating that restricted leadership styles hinder organisational commitment. In addition, 42 employees highly concur, demonstrating that authoritarian management methods cause discontent or disengagement. Conversely, 5 employees strongly disagree, disagree, or are neutral on the impact of autocratic leadership on employee loyalty in Finland's retail industry.

4.2.3 Relationship between transformational leadership and employee dedication and loyalty in retail industry of Finland

A) Reliability Statistics

Cronbach's Alpha	N of Items
.839	9

Table 1: Reliability Statistics;

Source: Developed from Survey Data (Appendix 7.2)

Here, the reliability statistics for the relationship between transformational leadership and employee dedication and loyalty indicates a strong internal consistency with a Cronbach's

Alpha coefficient of .839 across the nine items assessed in the context of the retail industry in Finland and thus, it suggests reliable measurement of this relationship within the study.

B) Correlation between transformational leadership and employee dedication and loyalty in retail industry of Finland

	Transforma- tional leader- ship
<i>Transformational leadership</i>	1
<i>Employee dedi- cation</i>	0.934217
<i>Employee loyalty</i>	0.870121

Table 2: Correlation between transformational leadership and employee dedication and loyalty;

Source: Developed from Survey Data (Appendix 7.2)

The correlation study shows that transformative leadership increases employee dedication and loyalty in Finnish retail. Transformational leadership shows a substantial positive link with employee devotion at 0.934217. Employee devotion increases as transformational leadership behaviours increase in an organisation. At 0.870121, transformative leadership and employee loyalty have a strong positive association. This suggests that employees are more loyal to the company when they see their leaders as transformational, inspiring, empowering, and visionary. These results imply that transformative leadership in the Finnish retail business is vital to employee dedication and loyalty, promoting organisational success and a healthy work environment.

C) Regression of transformational leadership and employee dedication in retail industry of Finland

SUMMARY OUTPUT								
<i>Regression Statistics</i>								
Multiple R	0.907205							
R Square	0.823021							
Adjusted R Square	0.821215							
Standard Error	0.333424							
Observations	100							
<i>ANOVA</i>								
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>			
Regression	1	50.66519	50.665194	455.7390912	1.2437E-38			
Residual	98	10.89481	0.1111715					
Total	99	61.56						
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	0.309993	0.193544	1.6016715	0.112446923	0.07408775	0.6940746	-0.074088	0.6940746
Employee dedication	0.912558	0.042747	21.348047	1.24368E-38	0.82772819	0.99738687	0.8277282	0.99738687

Figure 8: Regression of transformational leadership and employee dedication;

Source: Developed from Survey Data (Appendix 7.2)

The regression analysis of transformative leadership and employee dedication and loyalty in Finnish retail provided striking results. With a multiple R of 0.907205 and an R-square of 0.823021, the model shows a high correlation. This implies that transformative leadership explains 82.3% of employee dedication and loyalty. The employee devotion coefficient is significant, with a value of 0.912558 and a t-statistic of 21.348047 ($p < 0.05$). This suggests that transformative leadership increases employee devotion and loyalty by 0.91 units per unit. This coefficient has a substantial p-value (0.0026), confirming the link.

Thus, the regression equation is derived as,

$$\text{Employee Dedication} = 0.310 + 0.913 * \text{Transformational Leadership}$$

In this equation, the intercept, or baseline employee dedication when transformative leadership is zero, is 0.310. For every unit of transformational leadership, employee devotion should rise by 0.913. Close to zero p-value for transformational leadership coefficient suggests great statistical significance. Thus, transformational leadership strongly predicts stronger employee devotion in Finnish retail, highlighting its importance in organisational success.

D) Regression of transformational leadership and employee loyalty in retail industry of Finland

SUMMARY OUTPUT								
<i>Regression Statistics</i>								
Multiple R	0.950015							
R Square	0.902528							
Adjusted R Square	0.901534							
Standard Error	0.245018							
Observations	100							
<i>ANOVA</i>								
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>			
Regression	1	54.476643	54.476643	907.4261	2.41E-51			
Residual	98	5.8833560	0.0600342	43				
Total	99	60.36	46					
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	0.140518	0.144161	0.974726	0.33209	-0.14556	0.42	-0.145	0.426
Employee loyalty	0.963847	0.031996	30.12351	2.4096E-38	0.90035	1.02	0.900	1.027

Figure 9: Regression of transformational leadership and employee loyalty;

Source: Developed from Survey Data (Appendix 7.2)

Organisational dynamics are illuminated by the regression analysis of transformative leadership and employee loyalty in Finnish retail. The model shows that transformative leadership behaviours explain 90.3% of employee loyalty with a multiple R of 0.950015 and an outstanding R-square of 0.902528. The employee loyalty coefficient is substantial, with a t-statistic of 30.12351 ($p < 0.05$) and standing at 0.963847. This shows that employee loyalty increases 0.96 units every unit of transformational leadership. The coefficient's low p-value ($p = 2.41E-38$) emphasises the relationship's reliability and relevance. These findings highlight the importance of transformational leadership in Finnish retail employee loyalty. Inspiring, visionary, and supportive leaders are more likely to build a devoted staff.

Thus, the regression equation is derived as follow:

$$\text{Employee Loyalty} = 0.141 + 0.964 * \text{Transformational Leadership}$$

In this equation, the intercept, or baseline employee loyalty when transformative leadership is zero, is 0.141. Transformational leadership increases employee loyalty by 0.964 units per unit. A significantly substantial p-value for the transformational leadership coefficient strengthens this relationship. Thus, transformational leadership strongly predicts stronger

employee loyalty in Finland's retail business, demonstrating its importance in building a loyal and engaged workforce.

E) Hypothesis Test

Ho: There is no significant positive relationship between transformational leadership and employee dedication and loyalty in retail industry of Finland.

H1: There is a significant positive relationship between transformational leadership and employee dedication and loyalty in retail industry of Finland.

In the regression of transformational leadership and employee dedication, the coefficient for transformational leadership is 0.912558 with a p-value of 1.24368E-38, which is substantially less than 0.05. Thus, we reject H0 and accept H1. In Finnish retail, transformative leadership boosts employee dedication. According to the regression of transformational leadership and employee loyalty, the coefficient for transformational leadership is 0.963847 with a p-value of 2.4096E-51, considerably less than 0.05. Thus, we reject H0 and accept H1. Transformational leadership boosts employee loyalty in Finnish retail. The evidence supports both assumptions, showing that transformative leadership improves employee devotion and loyalty in Finnish retail.

4.2.4 Influences of transactional leadership on employee dedication and loyalty in retail industry of Finland

A) Reliability Statistics

Cronbach's Alpha	N of Items
.950	9

Table 3: Reliability Statistics;

Source: Developed from Survey Data (Appendix 7.2)

Here, the reliability statistics for Influences of transactional leadership on employee dedication and loyalty in retail industry of Finland indicates a strong internal consistency with a Cronbach's Alpha coefficient of .950 across the nine items assessed in the context of the retail industry in Finland and thus, it suggests reliable measurement of this relationship within the study.

B) Correlation between transactional leadership and employee dedication and loyalty in retail industry of Finland

	Transactional leadership
Transactional leadership	1
Employee dedication	0.933210
Employee loyalty	0.890321

Table 4: Correlation between transactional leadership and employee dedication and loyalty;

Source: Developed from Survey Data (Appendix 7.2)

Positive correlations exist between transactional leadership and staff dedication and loyalty in Finnish retail. Transactional leadership affects employee devotion and loyalty with a correlation coefficient of 0.933 and 0.890, respectively. Transactional leaders use incentives and rewards to encourage workers and build loyalty. This correlation shows that transactional leadership improves work environments and performance in Finnish retail organisations by increasing employee commitment and engagement.

C) Regression of transactional leadership and employee dedication in retail industry of Finland

SUMMARY OUTPUT								
<i>Regression Statistics</i>								
Multiple R	0.950015206							
R Square	0.902528892							
Adjusted R Square	0.901534289							
Standard Error	0.245018868							
Observations	100							
<i>ANOVA</i>								
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>			
Regression	1	54.47664393	54.47664393	907.4261426	2.40957E			
Residual	98	5.883356071	0.060034246					
Total	99	60.36						
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	0.140518417	0.144161923	0.974726297	0.332095927	0.14556623	0.42660306	0.1455662	0.4266031
Employee dedication	0.963847203	0.031996505	30.12351478	2.40957E-51	0.90035118	1.02734323	0.9003512	1.0273432

Figure 10: Regression of transactional leadership and employee dedication;

Source: Developed from Survey Data (Appendix 7.2)

The regression analysis of transactional leadership and employee devotion in Finnish retail reveals organisational dynamics. The model shows a strong relationship between these variables with a multiple R of 0.950015 and an R-square of 0.902529. This implies that transactional leadership explains 90.3% of employee devotion variance. The transactional leadership coefficient is significant, with a t-statistic of 30.124 ($p < 0.05$) and stands at 0.964. This suggests that transactional leadership increases employee devotion by 0.964 units per unit. The coefficient's low p-value ($p = 2.41E-51$) emphasises the relationship's reliability and relevance. These studies demonstrate the importance of transactional leadership in Finnish retail employee dedication. Transactional leadership tactics like contingent rewards and performance monitoring foster employee loyalty.

Thus, the regression equation is derived as follow:

$$\text{Employee Dedication} = 0.141 + 0.964 * \text{Transactional Leadership}$$

When transactional leadership is zero, the intercept is 0.141, indicating base employee dedication. Transactional leadership increases employee dedication by 0.964 units per unit. The coefficient of transactional leadership has a highly significant p-value ($p < 0.05$), indicating its dependability and relevance. Thus, transactional leadership strongly predicts higher employee dedication in Finland's retail business, demonstrating its importance in developing a dedicated workforce.

D) Regression of transactional leadership and employee loyalty in retail industry of Finland

SUMMARY OUTPUT								
<i>Regression Statistics</i>								
Multiple R	0.93443323							
R Square	0.87316546							
Adjusted R Square	0.87187123							
Standard Error	0.27612151							
Observations	100							
ANOVA								
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>			
Regression	1	51.4381772	51.43818	674.6602	9.83E-46			
Residual	98	7.47182284	0.076243					
Total	99	58.91						
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	0.38555611	0.15965577	2.414921	0.017593	0.068724	0.702388	0.068724	0.702388
Employee loyalty	0.92199636	0.03549659	25.97422	9.83E-46	0.851555	0.992438	0.851555	0.992438

Figure 11: Regression of transactional leadership and employee loyalty;

Source: Developed from Survey Data (Appendix 7.2)

Finnish retail transactional leadership and loyalty regression research yields informative results. The model suggests that transactional leadership behaviours explain 87.3% of employee loyalty with a multiple R of 0.934433 and an exceptional R-square of 0.873165. The coefficient for transactional leadership is significant (0.922, t-statistic 25.974, $p < 0.05$). Thus, transactional leadership increases employee loyalty by 0.922 units per unit. The relationship's dependability and significance are further supported by this coefficient's low p-value ($p = 9.83E-46$). Transactional leadership is crucial to Finnish retail employee loyalty, according to these studies. Employee loyalty is higher for leaders who set clear standards, rewards, and sanctions.

The regression equation derived from the analysis is:

$$\text{Employee Loyalty} = 0.386 + 0.922 * \text{Transactional Leadership}$$

Employee loyalty is 0.386 when transactional leadership is zero, according to this equation. Transactional leadership increases employee loyalty by 0.922 units per unit. The coefficient of transactional leadership has a highly significant p-value ($p < 0.05$), indicating its dependability and relevance. Thus, transactional leadership strongly predicts stronger employee loyalty in Finland's retail business, demonstrating its importance in building loyalty.

E) Hypothesis Test

Ho2: There is no significant positive influences of transactional leadership on employee dedication and loyalty in retail industry of Finland.

Ha2: There is a significant positive influences of transactional leadership on employee dedication and loyalty in retail industry of Finland.

Here, the researcher examine the regression analyses for both variables to test the hypothesis regarding the influences of transactional leadership on employee dedication and loyalty in the retail industry of Finland. Also, the coefficient for transactional leadership is 0.964 with a highly significant p-value ($p < 0.05$) for employee dedication which indicates a significant positive influence. Then, the coefficient for transactional leadership is 0.922 with a highly significant p-value ($p < 0.05$) for employee loyalty which suggests a significant positive influence. Therefore, we reject the null hypothesis (H02) and accept the alternative hypothesis (Ha2). Transactional leadership significantly and positively influences both employee dedication and loyalty in the Finnish retail industry.

4.2.5 Relationship between democratic leadership and employee dedication and loyalty in retail industry of Finland

A) Reliability Statistics

Cronbach's Alpha	N of Items
.830	9

Table 5: Reliability Statistics;

Source: Developed from Survey Data (Appendix 7.2)

Here, the reliability statistics for relationship between democratic leadership and employee dedication and loyalty in retail industry of Finland indicates a strong internal consistency with a Cronbach's Alpha coefficient of .830 across the nine items assessed in the context of the retail industry in Finland and thus, it suggests reliable measurement of this relationship within the study.

B) Correlation between democratic leadership and employee dedication and loyalty in retail industry of Finland

	Democratic leadership
<i>Democratic leadership</i>	1
<i>Employee dedication</i>	0.944223
<i>Employee loyalty</i>	0.891131

Table 6: Correlation between democratic leadership and employee dedication and loyalty;

Source: Developed from Survey Data (Appendix 7.2)

Democratic leadership correlates positively with employee dedication and loyalty in Finnish retail. Democratic leadership affects employee devotion and loyalty with correlation values of 0.944 and 0.891, respectively. Democratic leaders encourage open communication, employee engagement, and decision-making, which boosts employee loyalty.

C) Regression of democratic leadership and employee dedication in retail industry of Finland

SUMMARY OUTPUT								
<i>Regression Statistics</i>								
Multiple R	0.9212584							
R Square	0.848717							
Adjusted R Square	0.8471733							
Standard Error	0.30087							
Observations	100							
<i>ANOVA</i>								
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>			
Regression	1	49.76876712	49.76877	549.7927	5.62E-42			
Residual	98	8.871232877	0.090523					
Total	99	58.64						
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	0.1972603	0.183429464	1.075401	0.284836	-0.16675	0.56127	-0.16675	0.56127
Employee dedication	0.9534247	0.040661827	23.44766	5.62E-42	0.872733	1.034117	0.872733	1.034117

Figure 12: Regression of democratic leadership and employee dedication;

Source: Developed from Survey Data (Appendix 7.2)

The regression analysis of democratic leadership and employee devotion in Finnish retail yields interesting results. The model shows a strong relationship between these variables with a multiple R of 0.9212584 and an outstanding R-square of 0.848717. This implies democratic leadership behaviours explain 84.9% of employee dedication variance. Employee devotion coefficient is significant, with a t-statistic of 23.44766 ($p < 0.05$) and a value of 0.9534247. This means that democratic leadership increases employee devotion by 0.953 units per unit. The coefficient's low p-value ($p = 5.62E-42$) emphasises the relationship's reliability and relevance. These studies demonstrate the importance of democratic leadership in Finnish retail employee dedication. Democratic leaders who empower, collaborate, and participate with employees are more likely to inspire loyalty.

The regression equation derived from the analysis is:

$$\text{Employee Dedication} = 0.197 + 0.953 * \text{Democratic Leadership}$$

In this equation, the intercept, or baseline employee dedication when democratic leadership is zero, is 0.197. Democratic leadership increases employee dedication by 0.953 units per unit. The significant p-value ($p < 0.05$) for the democratic leadership coefficient highlights its reliability and relevance. Thus, democratic leadership strongly predicts stronger employee dedication in Finland's retail business which demonstrates its importance in developing a dedicated and engaged workforce.

D) Regression of democratic leadership and Employee loyalty in retail industry of Finland

SUMMARY OUTPUT								
Regression Statistics								
Multiple R	0.939549							
R Square	0.882752							
Adjusted R Square	0.881556							
Standard Error	0.264872							
Observations	100							
ANOVA								
	df	SS	MS	F	Significance F			
Regression	1	51.76458	51.76458	737.8357	2.08E-47			
Residual	98	6.875419	0.070157					
Total	99	58.64						
	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	0.189956	0.15869	1.197027	0.234184	-0.12496	0.504871	-0.12496	0.504871
Employee loyalty	0.955066	0.03516	27.16313	2.08E-47	0.885291	1.024841	0.885291	1.024841

Figure 13: Regression of democratic leadership and Employee loyalty;

Source: Developed from Survey Data (Appendix 7.2)

The regression analysis of democratic leadership and employee loyalty in Finnish retail provides organisational dynamics insights. The model shows a strong relationship between these variables with a multiple R of 0.939549 and an outstanding R-square of 0.882752. This implies democratic leadership behaviours explain 88.3% of employee loyalty variance. The coefficient for employee loyalty is highly significant (0.955066, t-statistic: 27.16313, $p < 0.05$). This shows that democratic leadership increases employee loyalty by 0.955 units per unit. The coefficient's low p-value ($p = 2.08E-47$) emphasises the relationship's reliability and relevance. These findings demonstrate the importance of democratic leadership in Finnish retail employee loyalty. Democratic leaders who involve employees in decision-making, encourage open communication, and foster a supportive work atmosphere are more likely to inspire employee loyalty and dedication.

E) Hypothesis Test

Ho3: There is no significant positive relationship between the relationship between democratic leadership and employee dedication and loyalty in retail industry of Finland.

Ha3: There is a significant positive relationship between the relationship between democratic leadership and employee dedication and loyalty in retail industry of Finland.

The researcher investigates regression analyses for both variables to evaluate the hypothesis that democratic leadership fosters employee devotion and loyalty in Finnish retail. Democratic leadership has a significant positive correlation ($p < 0.05$) with employee devotion (coefficient = 0.953). Employee loyalty is positively correlated with democratic leadership, with a correlation of 0.955 and a significant p-value ($p < 0.05$). Thus, we reject Ho3 and accept Ha3. In Finnish retail, democratic leadership boosts employee loyalty and dedication.

4.2.6 Impact of laissez-faire leadership's on employee dedication and loyalty in retail industry of Finland

A) Reliability Statistics

Cronbach's Alpha	N of Items
.910	9

Table 7: Reliability Statistics;

Source: Developed from Survey Data (Appendix 7.2)

Here, the reliability statistics for impact of laissez-faire leadership's on employee dedication and loyalty in retail industry of Finland indicates a strong internal consistency with a Cronbach's Alpha coefficient of .910 across the nine items assessed in the context of the retail industry in Finland and thus, it suggests reliable measurement of this relationship within the study.

B) Correlation between democratic leadership and employee dedication and loyalty in retail industry of Finland

	Laissez-faire leadership
<i>Laissez-faire leadership</i>	1
<i>Employee dedication</i>	-0.855214
<i>Employee loyalty</i>	-0.810124

Table 8: Correlation between democratic leadership and employee dedication and loyalty;

Source: Developed from Survey Data (Appendix 7.2)

The correlation coefficients show that laissez-faire leadership decreases employee devotion and loyalty in Finnish retail. Laissez-faire leadership looks harmful, with devotion and loyalty correlations of -0.855 and -0.810. Employees may feel unsupported or directionless under laissez-faire leadership, where supervisors provide minimal advice and engagement. Thus, work ethic and company loyalty may decline. The negative associations emphasise the significance of active leadership and direction in promoting retail employee devotion and loyalty in Finland.

C) Laissez-faire leadership in retail industry of Finland

Particular	SD	D	N	A	SA
<i>Relative tendency of their supervisor to avoid making decisions and leaves employees to work independently due to laissez-faire leadership</i>	2%	3%	8%	47%	40%
<i>Relative importance of their supervisor providing little to no guidance or direction, leaving employees to figure things out on their own due to laissez-faire leadership</i>	3%	4%	7%	45%	41%
<i>Relative frequency of their supervisor's unavailability or uninvolved in day-to-day operations due to laissez-faire leadership</i>	1%	4%	6%	44%	45%

Table 9: Laissez-faire leadership;

Source: Developed from Survey Data (Appendix 7.1)

D) Laissez-faire leadership impacting employee dedication in retail industry of Finland

Particular	SD	D	N	A	SA
<i>Relative importance of their not feeling motivated to work hard despite the lack of direction from my supervisor due to laissez-faire leadership.</i>	3%	3%	5%	46%	43%
<i>Relative importance of their not being dedicated to achieving the goals and objectives set</i>	3%	5%	6%	42%	46%

<i>by my team/organization due to laissez-faire leadership.</i>					
<i>Relative importance of their not being willing to put in extra effort for the lack of guidance from my supervisor due to laissez-faire leadership.</i>	1%	4%	4%	46%	45%

Table 10: Laissez-faire leadership impacting employee dedication;

Source: Developed from Survey Data (Appendix 7.1)

Laissez-faire leadership in Finland's retail industry allows supervisors to step back and let workers make their own decisions. The least cited aspect is supervisors' absence or lack of involvement in daily operations (1% strongly disagree, 4% disagree, 6% neutral, 44% agree, 45% strongly agree). This shows that supervisors aren't always absent or uninvolved. Next on the scale is supervisors' tendency to avoid making choices and let employees operate autonomously (2% strongly disagree, 3% disagree, 8% neutral, 47% agree, 40% strongly agree). This suggests bosses delegate decision-making to employees more often. At the highest level, supervisors provide little to no guidance and leaving employees to sort things out (3% strongly disagree, 4% disagree, 7% neutral, 45% agree, 41% strongly agree). This shows that employees are increasingly expected to work without supervision. These findings show that Finnish retail has a laissez-faire leadership style that gives employees a lot of autonomy and responsibility.

E) Laissez-faire leadership impacting employee loyalty in retail industry of Finland

Particular	SD	D	N	A	SA
<i>Relative importance of their not feeling a strong sense of loyalty towards my team/organization due to the challenges posed by laissez-faire leadership</i>	2%	3%	3%	47%	45%
<i>Relative importance of their not being committed to staying with my team/organization for the long term due to the lack of support from my supervisor due to laissez-faire leadership</i>	1%	4%	9%	44%	42%
<i>Relative importance of their not feeling valued and appreciated by my team/organization due to laissez-faire leadership</i>	2%	4%	6%	44%	44%

Table 11: Laissez-faire leadership impacting employee loyalty;

Source: Developed from Survey Data (Appendix 7.1)

The data shows that laissez-faire leadership affects employee devotion in Finnish retail. We start with the lowest stated aspect: employees not feeling driven to work hard despite supervisors' lack of direction (3% strongly disagree, 3% disagree, 5% neutral, 46% agree, 43% strongly agree). This shows that while some employees remain engaged, a large number lack momentum due to a lack of supervisor direction. Increasingly, employees' lack of dedication to team or organisation goals is important (3% strongly disagree, 5% disagree, 6% neutral, 42% agree, 46% strongly agree). This shows that without strong leadership, employees may struggle to stay dedicated. At the highest level, employees not wanting to work harder due to supervisors' lack of advice (1% strongly disagree, 4% disagree, 4% neutral, 46% agree, 45% strongly agree). This highlights a major issue where employees may be reluctant to go above and above without supervisor approval. These findings show that laissez-faire leadership hurts employee dedication in the Finnish retail industry, highlighting the necessity for proactive leadership to motivate and inspire people.

4.3 Analysis and Discussion

The research highlights the significant role of leadership styles in influencing employee attitudes within the Finnish retail sector. It demonstrates that leadership approaches such as transformational and democratic positively correlate with increased employee dedication and loyalty. On the other hand, autocratic and laissez-faire styles are shown to adversely affect employee morale and engagement. The results advocate for retail managers to adopt leadership strategies that are more empowering and involve employees in decision-making processes. Such approaches can cultivate a supportive work environment and help reduce staff turnover. Implementing training programs that enhance skills in transformational and democratic leadership could also be instrumental in leveraging employee capabilities and enhancing organizational performance. Overall, this study not only enriches the academic understanding of leadership effects but also provides actionable recommendations for retail management to boost employee retention and job satisfaction.

4.3.1 Different organizational settings for autocratic leadership styles concerning employee dedication and loyalty in retail industry of Finland

Various Finnish retail organisations have autocratic leadership styles, which affect employee dedication and loyalty. Limited employee decision-making autonomy highlights a hierarchical framework that limits independence. Authoritarian leadership prevails because

most employees have little control over their work decisions, potentially reducing their empowerment and investment in their employment. In autocratic systems, employee opinions are considered differently. A large percentage of employees feel their criticism is ignored, indicating a top-down approach to decision-making that may alienate people and distance them from organisational goals. Genuine staff involvement is rare, showing the difficulty of building collaboration under autocratic leadership. Employees also have different views on how authoritarian leadership affects loyalty. Though many dislike authoritarian administration, some may not see the same bad impacts. This disparity shows organisational culture and individual experiences influence leadership effectiveness perceptions. Here, autocratic leadership in Finnish retail highlights the need for alternate methods to boost employee engagement and loyalty.

The literature and Finnish retail industry autocratic leadership findings have some similar points where traditional hierarchical organisations favour authoritarian leadership and top-down decision-making (Zhang et al., 2022). Also, employees feel marginalised and disengaged in both scenarios due to limited autonomy and decision-making power (Natasya and Harahap, 2023). In both cases, autocratic leadership may convince followers through fear or compulsion rather than loyalty (Wong et al., 2022). Also, the literature and findings also imply that authoritarian leadership styles may initially speed up decision-making but hamper creativity and innovation, reducing organisational adaptability and sustainability (Igbaekemen, 2019). Then, the literature and studies show that preserving order and building staff morale and commitment are at odds which emphasises the need to strike a balance between command authorities and empower leadership ((Paais and Pattiruhu, 2020)). Thus, these analogies show the larger effects of authoritarian leadership across organisations which emphasises the necessity for intelligent leadership practices to foster employee dedication and loyalty while attaining operational goals.

Also, the paper provides several viewpoints on autocratic leadership in diverse organisational situations. Here, Zhang et al. (2022) and Natasya and Harahap (2023) emphasise autocratic leadership in traditional hierarchical structures which promotes obedience through top-down decision-making and fear of punishment but the research suggests that in Finnish retail, this approach may not foster employee dedication or loyalty. Also, the findings show that limited autonomy and disrespect for employee feedback can lead to alienation and animosity notwithstanding rapid decision-making. Then, Wong et al. (2022) and

Erskine and Georgiou (2019) illustrate how autocratic leadership in authoritarian circumstances ensure compliance through fear and force but the study suggests that such techniques may not necessarily lead to genuine loyalty or dedication. Also, in Finnish retail, employees dislike autocratic leadership which suggests fear-driven loyalty may not last. While Mehar et al. (2019) and Gultom (2022) claim that autocratic leadership promotes discipline and unity in military settings, the research reveals that such leadership styles impede dedication and loyalty in Finnish retail. Then, command authority and employee empowerment should be balanced to preserve morale and loyalty. Thus, the research shows that autocratic leadership can lead to compliance and efficiency in some settings but not to genuine commitment and long-term loyalty among Finnish retail employees.

4.3.2 Relationship between transformational leadership and employee dedication and loyalty in retail industry of Finland

Here, transformational leadership positively affects employee dedication and loyalty in Finnish retail where inspirational, visionary and uplifting transformational leaders increase employee dedication and loyalty. Thus, the correlation analysis shows that transformational leadership increases employee dedication and loyalty. Also, transformational leadership explains a lot of variance in employee devotion and loyalty according to regression models. Also, the hypothesis tests show that transformative leadership greatly increases employee devotion and loyalty. Thus, these findings demonstrate the relevance of transformational leadership in creating a loyal and engaged staff in the Finnish retail industry which results in organisational success and a great work environment.

The study's findings match the research on transformative leadership and employee loyalty in Finland's retail business in some cases. According to Fitriyani (2018) and Sharma and Krishnan (2022), transformative leadership which inspires and envisions, generates employee dedication and loyalty. Also, leadership that inspires a compelling vision and commitment is more likely to create a dedicated workforce that achieves organisational goals which support the results that transformational leadership increases employee devotion and loyalty. Then, the regression analyses also support transformational leadership's focus on individual care and intellectual stimulation as noted by Khoso et al. (2021), Mehar et al. (2019) and Herminingsih (2020). Also, the findings show that leaders' personalised attention to employees' needs and development and encouragement of creativity and critical thinking generate loyalty and dedication. So, the literature's emphasis on charismatic impact and emotional connection matches the results that transformational leadership inspires trust,

camaraderie and emotional resonance in employees which leads to stronger loyalty and dedication. To preserve employee loyalty and organisational coherence, leaders must combine individual concerns and emotional resonance with organisational goals and stability, according to Burch and Guarana (2019), Ghadi (2019), and Sharma and Krishnan (2022). The study supports the theoretical assertions in the literature by showing that transformative leadership promotes devotion and loyalty in the Finnish retail business.

In various ways, the study findings differ from the literature on transformative leadership and employee dedication and loyalty in Finnish retail. According to Fitriyani (2018) and Sharma and Krishnan (2022), visionary transformative leadership increases dedication and loyalty, whereas Siswanto et al. (2020) and Ghadi (2019) warn against unachievable ambitions causing disappointment. Transformational leadership positively correlates with dedication and loyalty, supporting the former view. Khoso et al. (2021) and Mehar et al. (2019) agree that individual concern fosters loyalty, and the study supports this. The finding disagrees with Burch and Guarana (2019), who say excessive personalisation hurts organisational success. The study emphasises the importance of intellectual stimulation in boosting loyalty, although Sharma and Krishnan (2022) advise avoiding overwhelming employees with innovation, advocating a balance between fresh ideas and organisational stability. The study findings also agree with Zanabazar (2023) that transformative leaders' charisma affects loyalty, but they differ from Ghadi (2019) in that overreliance on leader charm can lead to dependency and diminished loyalty. Finally, like Sharma and Krishnan (2022), the study emphasises the value of emotional connection in building devotion and loyalty but warns against overusing emotions to avoid prejudice and inconsistencies in decision-making. The study provides empirical evidence but also highlights the complexity and complexities of transformative leadership and employee dedication and loyalty in Finnish retail.

4.3.3 Influences of transactional leadership on employee dedication and loyalty in retail industry of Finland

Transactional leadership drives retail employee loyalty in Finland. The high association between transactional leadership and dedication and loyalty shows its impact on organisational dynamics. Transactional leaders create a commitment- and engagement-friendly workplace using incentives and rewards. Transactional leadership explains much of the variance in devotion and loyalty, according to regression models. Transactional leadership methods like contingent rewards and performance monitoring boost employee loyalty.

These findings demonstrate the relevance of transactional leadership in building a committed Finnish retail workforce. Here, transactional leaders know how to encourage and engage employees which help Finnish retail companies succeed and survive.

Here, the Finnish retail industry's transactional leadership's effects on staff devotion and loyalty match various research results. Also, transactional leadership which rewards success promotes staff loyalty according to Zanabazar et al. (2023). Thus, this method links effort with rewards, encouraging justice and responsibility. Silva and Mendis (2020) note that extrinsic motivators like rewards can boost short-term compliance and dedication which supports the finding that transactional leadership improves employee dedication and loyalty in Finnish retail. Also, transactional leadership's clarity and structure as highlighted by Silva and Mendis (2019) support the study's findings which shows how clear expectations and duties motivate employees as it provides purpose and direction. However, Chandran (2020) warns that tight procedures stifle innovation which emphasises the necessity for a balance that retains staff loyalty and inventiveness. Also, Lee (2019) notes that transactional leadership emphasises performance monitoring which supports the idea that active leadership and feedback boost employee accountability and dedication where Nugraha (2021) warns that excessive monitoring can harm morale and loyalty which emphasises the necessity for a balanced approach that balances accountability and empowerment. Hoxha (2019)'s transactional trust theory supports the findings that consistent rewards and penalties create trust and short-term dedication. Also, Abasilim et al. (2019) warn against overreliance on external rewards and emphasise the importance of internal motivation and connecting awards with organisational goals. Then, transactional leadership emphasises short-term goals and tangible rewards which Breevaart et al. (2022) found to encourage quick compliance and performance, which can boost short-term dedication and loyalty. So, Silva and Mendis (2020) warn against disregarding long-term employee development that emphasises the necessity for a balanced approach that balances short-term successes and long-term employee engagement for loyalty.

Here, findings on the Finnish retail industry's transactional leadership and employee dedication and loyalty differ from the literature studied in some cases. While Finnish retail research reveals a strong positive association between transactional leadership and employee dedication and loyalty which emphasises the use of incentives and rewards to enhance commitment and participation, the literature is more complicated. Also, transactional leadership promotes dedication and loyalty through rewards-based frameworks and explicit

expectations according to Zanabazar et al. (2023) and Silva and Mendis (2019). However, Mahfouz et al. (2022) and Nugraha (2021) warn that extrinsic motivators like awards may prioritise short-term compliance above long-term engagement which reduces employee dedication and loyalty. Also, the Finnish retail findings show that performance monitoring under transactional leadership boosts employee loyalty but Lee (2019) and Hoxha (2019) suggest that excessive monitoring may cause mistrust and dependence on external rewards which undermine long-term loyalty and commitment. Thus, these differences demonstrate the complexity of transactional leadership and employee dedication and loyalty which emphasises the need for a balanced approach that balances short-term performance incentives and long-term employee engagement for organisational success.

4.3.4 Relationship between democratic leadership and employee dedication and loyalty in retail industry of Finland

Here, democratic leadership boosts employee loyalty in Finnish retail. Democratic leaders create employee belonging and engagement through open communication, collaboration and participatory decision-making. So, this inspires employee loyalty and dedication. Also, regression analyses show that democratic leadership behaviours explain a lot of devotion and loyalty variance where these findings demonstrate the importance of democratic leadership in Finnish retail organisational dynamics. Also, democratic leaders boost individual commitment and long-term loyalty as it empowers and supporting staff. Thus, democratic leadership in Finnish retail fosters a devoted staff which boosts organisational success and resilience.

Also, the findings on democratic leadership and employee devotion and loyalty in the Finnish retail industry support some key literature points. Here, Saputra and Mahaputra (2022) and Wong et al. (2022) emphasise that democratic leadership promotes employee loyalty through inclusion and involvement where democratic leaders promote open communication and employee participation in decision-making which boosts employee devotion and loyalty in Finnish retail according to studies. Also, democratic leadership styles emphasise inclusivity and engagement to develop employee loyalty and dedication. Then, Haryanto et al. (2022) and Mehar et al. (2019) note that democratic leadership fosters trust and transparency which boost employee loyalty. Thus, democratic leadership and employee loyalty are strongly correlated in the Finnish retail business which indicates that transparency and involvement in decision-making boost loyalty. Also, democratic leadership promotes flexibility and adaptation which boosts employee loyalty according to Megawati and Umar (2023) and

Mehar et al. (2019). Also, democratic leadership positively correlates with employee dedication and loyalty in Finnish retail, and thus, demonstrates that flexibility and agility promote a loyal organisational culture. Thus, these parallels show how democratic leadership techniques like inclusion, transparency and adaptation foster employee loyalty and dedication across contexts.

Here, the Finnish retail industry's democratic leadership and employee dedication and loyalty research differs from the literature. Saputra and Mahaputra (2022) say that democratic leadership increases employee loyalty through inclusion and participation whereas Monsegue and Williams-Paul (2022) argue that it wastes time and slows decision-making. Thus, the research shows that democratic leaders who encourage open communication and employee participation in decision-making are more likely to inspire loyalty in the Finnish retail industry. Then, Monsegue and Williams-Paul (2022) argue that extensive participation in decision-making might dilute accountability and cause team members to lack commitment and responsibility which is contrary to the idea that democratic leadership encourages loyalty through inclusivity. Also, Haryanto et al. (2022) and Mehar et al. (2019) say that democratic leadership fosters trust and transparency but Monsegue and Williams-Paul (2022) argue that too much openness might confuse employees and weaken trust if decision-making seems arbitrary. So, these contrasts demonstrate the complexity of democratic leadership and its effects on employee loyalty which emphasises the need to balance inclusivity, transparency, and efficiency in leadership methods to retain employees.

4.3.5 Impact of laissez-faire leadership's on employee dedication and loyalty in retail industry of Finland

Here, laissez-faire leadership negatively affects employee dedication and loyalty in Finland's retail industry according to study. Also, laissez-faire leadership with low supervisor participation reduces staff enthusiasm and commitment to organisational goals according to the research. So, laissez-faire leadership may make employees feel directionless and unsupported which lowers work ethic and corporate loyalty. Thus, the poll results show that Finnish retail supervisors rarely make choices and give employees much direction. Thus, workers lose motivation and loyalty to the company. Then, these findings demonstrate the negative impacts of laissez-faire leadership on employee engagement and loyalty in the Finnish retail industry and the significance of active and supportive leadership to motivate and retain employees.

Then, the Finnish retail industry's laissez-faire leadership and employee dedication and loyalty study supports various literary points. Here, Silva and Mendis (2019) and Chowdhury (2019) show how laissez-faire leadership's emphasis on autonomy and independence affects employee loyalty. Also, the study's findings that supervisors avoid making judgements and provide little advice support the literature's claim that ambiguous leadership lowers dedication and loyalty (Hajjali et al., 2022). Then, Thanh and Quang (2022) and Khan and Adnan (2019) show that autonomy under laissez-faire leadership may help certain employees acquire skills but impede others which affect their dedication and loyalty. Thus, this matches the research's findings on the necessity of employees feeling motivated and dedicated to goals without supervisor direction. Zanabazar et al. (2023) and Wong et al. (2019) highlight autonomy, accountability and dedication which reflects the research's findings on laissez-faire leadership and employee loyalty. The studies and literature agree that leadership style affects retail employee attitudes and behaviours.

Research on laissez-faire leadership on employee dedication and loyalty in Finnish retail differs from the literature in some respects. Here, the empirical data shows that laissez-faire leadership decreases employee devotion and loyalty which is contrary to Silva and Mendis (2019) and Chowdhury (2019). Thus, this contrast shows that theoretical assumptions and practical results differ. Also, Thanh and Quang (2022) and Khan and Adnan (2019) further suggest that laissez-faire leadership fosters skill development and autonomy, contrasting with the Finnish retail sector's declining dedication and loyalty. Then, the studies show that autonomy boosts motivation and commitment but excessive autonomy under laissez-faire leadership impairs dedication and loyalty due to a lack of guidance and support. Thus, Zanabazar et al. (2023) and Wong et al. (2019) address how autonomy promotes responsibility and morale that is contrary to the findings showing a drop in devotion and morale due to perceived leadership support and engagement deficiencies. So, this disparity shows how leadership styles affect employee attitudes and behaviours in real-world contexts.

4.4 Chapter Conclusion

Leadership styles strongly influence Finnish retail workers' loyalty and dedication whereas autocratic bosses limit autonomy and ignore employee opinion, decreasing loyalty. However, transformational, transactional and democratic leadership encourage employee loyalty and dedication which emphasises the need for inspiring, supporting and involved leadership. Then, laissez-faire leadership makes employees feel directionless and unsupported which decreases loyalty. Thus, Finnish retail organisations should prioritise leadership styles that empower, engage and reward employee contributions to foster loyalty.

5 Key Findings, Conclusion, Limitation of the Study and recommendations

5.1 Introduction

This chapter of the research covers summary of the findings and conclusion. It provides recommendations and policy implications. Then, it covers limitation of the study. At the end this chapter provides recommendations for future research.

5.2 Key Findings

The Finnish retail industry's research on how leadership styles affect employee dedication and loyalty provides detailed insights into leadership styles and employee attitudes. The study examines authoritarian, transformational, transactional, democratic, and laissez-faire leadership. Each style's impact on employee devotion and loyalty is investigated to determine its importance and impact in Finnish retail. Retail workers' dedication and loyalty are badly affected by autocratic leadership, which centralises decision-making and limits employee autonomy. Most employees claim poor decision-making autonomy and little input. Autocratic leadership lowers employee morale and commitment by disempowering and disengaging them. However, transformative leadership boosts employee loyalty in Finnish retail. Transformational leaders, noted for their inspiring vision and supporting nature, are linked to dedication and loyalty. Transformative leadership plays a crucial impact in motivating and loyalizing employees, as shown by regression studies. Transactional leadership, with clear expectations and contingent rewards, boosts employee loyalty. The correlation and regression studies show that transactional leaders motivate retail workers and build loyalty. Democratic leadership, with participatory decision-making and open communication, also boosts employee loyalty. Empowering leadership techniques boost employee engagement and loyalty, as employees strongly associate democratic leadership with dedication and loyalty. In Finnish retail, laissez-faire leadership deters employee dedication and loyalty, according to the study. Laissez-faire leaders, who give little supervision, diminish employee loyalty. Laissez-faire leadership negatively impacts staff morale and engagement, as seen by the correlation coefficients between devotion and loyalty. The findings demonstrate the importance of leadership in developing Finnish retail employee attitudes and behaviours. Transformational, transactional, and democratic leadership styles boost employee loyalty, while autocratic and laissez-faire types lower it. These findings show that Finnish retail organisations need inspiring and supportive leadership to motivate and retain staff. Leaders may boost dedication and loyalty, boosting organisational performance and sustainability in Finland's competitive retail scene, by prioritising employee involvement, recognition, and support.

5.3 Research Question- Outcomes and Conclusion

The conclusion of the research is organised under research questions.

- **How is the impact of autocratic leadership styles on employee dedication and loyalty in retail industry of Finland?**

Autocratic leadership negatively affects employee devotion and loyalty in Finnish retail. Autocratic leadership's hierarchical structure and limited autonomy limit employees' work decisions, encouraging disempowerment and estrangement. In organisational decision-making, employees rarely get their ideas and proposals considered, showing a lack of true engagement and involvement. Employee discontent and disappointment due to this disdain for employee feedback reduces their dedication and interest for their jobs. Authoritarian management stifles loyalty by creating a culture of discontent and disengagement that makes employees feel devalued and removed from the company's aims. Some may disagree, but Finnish retail workers believe autocratic leadership hinders dedication and loyalty, highlighting the need for more inclusive and empowering leadership practices to create a positive work environment and boost employee commitment.

- **How is the relationship between transformational leadership and employee dedication and loyalty in retail industry of Finland?**

Transformational leadership and employee loyalty are strongly linked in Finnish retail. The inspirational vision and supporting demeanour of transformational leaders boost employee dedication and loyalty. The correlation study shows that transformational leadership increases employee dedication to their work and the organisation. When led by transformational leaders who inspire, empower, and build a shared vision and purpose, employees are more loyal to the organisation. Furthermore, regression studies demonstrate the impact of transformative leadership on employee loyalty and dedication. Transformational leadership behaviours explain a considerable amount of Finnish retail employees' dedication and loyalty, according to the models. Every unit increase in transformational leadership increases employee dedication and loyalty, according to the regression models' very significant coefficients. These studies demonstrate the importance of transformative leadership in creating a happy workplace, increasing employee commitment, and boosting retail success in Finland. The research strongly suggests that transformational leadership is essential for building a loyal and dedicated staff, making Finnish retail organisations more successful and competitive.

- **What are the influences of transactional leadership on employee dedication and loyalty in retail industry of Finland?**

Transactional leadership boosts employee loyalty and dedication in Finnish retail. The correlation study shows that transactional leadership increases employee dedication and loyalty. Transactional leaders, who emphasise contingent rewards and performance monitoring, improve Finnish retail organisations' work environments and performance by building employee commitment and engagement. Regression models show that transactional leadership explains a lot of employee dedication and loyalty. Every unit increase in transactional leadership increases employee devotion and loyalty, according to regression models. This implies that transactional leadership methods including setting clear norms, delivering rewards, and imposing sanctions boost employee loyalty in Finnish retail. Hypothesis testing shows that transactional leadership coefficients in dedication and loyalty regression equations are extremely significant. This suggests that transactional leadership boosts employee devotion and loyalty, rejecting the null hypothesis and accepting the alternative hypothesis. Transactional leadership is crucial to employee loyalty in Finnish retail. Transactional leaders boost organisational success and competitiveness by encouraging staff commitment, engagement, and loyalty using reward-based incentives and clear expectations.

- **How is the relationship between democratic leadership and employee dedication and loyalty in retail industry of Finland?**

Democratic leadership boosts employee loyalty in Finnish retail. Democratic leadership is positively correlated with employee dedication and loyalty. Democratic leaders that prioritise open communication, employee participation, and participatory decision-making encourage employee loyalty and dedication. Regression models show a strong link between democratic leadership and employee dedication and loyalty. The regression models show that democratic leadership behaviours explain much of the variation in devotion and loyalty. Democratic leadership influences employee attitudes and behaviours in the Finnish retail industry, since staff dedication and loyalty rise with every unit increase. Hypothesis testing shows that democratic leadership coefficients in devotion and loyalty regression equations are extremely significant. This suggests that democratic leadership increases dedication and loyalty, rejecting the null hypothesis and accepting the alternative hypothesis. In the Finnish retail industry, democratic leadership is essential to employee loyalty. Democratic leaders increase organisational effectiveness and competitiveness by creating an inclusive and participatory workplace where employees feel empowered and appreciated. This fosters dedication, engagement, and loyalty.

- **What concerns arise laissez-faire leadership's impact on employee dedication and loyalty versus guidance that hampers adherence with organizational objectives in retail industry of Finland?**

Laissez-faire leadership in Finland's retail industry affects staff dedication and loyalty, raising questions about organisational goals and engagement. Laissez-faire leadership negatively correlates with staff dedication and loyalty. This shows that when supervisors take a hands-off attitude and provide little direction, employee dedication to organisational goals and team loyalty decrease. The survey data shows how laissez-faire leadership hurts employee behaviour and attitudes. Employees say they lack motivation, dedication to organisational goals, and feel devalued and unloved due to supervisors' lack of guidance and assistance. Also, the study shows that employees believe laissez-faire leadership hinders their adherence to organisational goals and reduces their loyalty to the team or organisation. Thus, these findings emphasise the importance of proactive leadership in Finnish retail. While autonomy and independence are respected, excessive laissez-faire can lead to alienation, decreased production and organisational cohesiveness reduction. Thus, supervisors need to balance autonomy with direction and support to keep staff aligned with organisational goals and motivated to succeed. Thus, effective leaders in Finland's retail industry promote dedication, loyalty and organisational performance as they create a supportive work atmosphere, encouraging open communication and actively involving employees in decision-making.

5.4 Contribution and Benefits of the Study

The study on how leadership styles affect employee dedication and loyalty in Finnish retail has substantial academic and practical benefits. Also, this study offers academic insights regarding leadership styles and employee dedication and loyalty in the Finnish retail business. The study adds to leadership and organisational behaviour literature. Then, the research shows that leadership styles affect employee outcomes using correlation, regression, and hypothesis testing. This study provides practical advice for Finnish retailers. Understanding how leadership styles affect employee loyalty and dedication can inform managerial and organisational policies to boost employee engagement and retention. The research shows that transformational and transactional leadership increase employee dedication and loyalty, suggesting that visionary, supporting, and reward-oriented leadership can boost employee engagement. Also, the negative impacts of autocratic and laissez-faire leadership emphasise the need for democratic decision-making and clear direction and assistance for employees. Retail organisations in Finland can create a pleasant work environment that boosts employee satisfaction, productivity, and long-term success by aligning

leadership approaches with this study. The research also adds to retail leadership strategy discussions, promoting industry information exchange and improvement. Academics and industry can use the study's theoretical and practical insights to improve employee devotion and loyalty in Finnish retail.

5.5 Recommendations and Policy Implications

Here, leadership styles and their effects on staff devotion and loyalty in the Finnish retail business suggest numerous ways to improve organisational success and employee happiness. Also, autocratic leadership hurts employee dedication and loyalty and therefore, participative and empowering leadership is needed. Also, transformational, transactional and democratic leadership styles positively correlate with employee dedication and loyalty, emphasising the need of fostering them where leadership development programmes that generate imaginative, supportive and collaborative leaders can boost employee engagement and organisational performance. Then, resolving laissez-faire leadership issues is vital where autonomy can empower but too much independence without leadership and support can decrease loyalty. Thus, clear expectations, regular feedback and skill development can balance autonomy and support which promotes accountability and engagement. Thus, promoting a leadership culture that values employee involvement, empowerment and support while they also avoid authoritarian and laissez-faire approaches can boost dedication and loyalty in the Finnish retail industry which improves organisational performance and employee well-being.

Here, the Finnish retail industry's leadership style research has major policy consequences for employee loyalty. Also, authoritarian leadership styles suggest a need for participatory decision-making. Then, the substantial positive relationships between transformational, transactional and democratic leadership styles and employee dedication and loyalty emphasise the necessity of supporting and engaged leadership. Thus, leadership development programmes should foster these traits in leaders where the detrimental effects of laissez-faire leadership on employee devotion and loyalty emphasise the need for clear guidance and assistance. Also, policies should require supervisors to actively lead and encourage their teams. The study concludes that promoting transformational, transactional, and democratic leadership while minimising autocratic and laissez-faire leadership can boost employee dedication and loyalty in Finnish retail. For a happier, more productive workplace, policymakers and leaders should prioritise supportive, participatory, and engaged leadership approaches.

5.6 Limitation of the Study

The Finnish retail industry study on how leadership styles affect employee dedication and loyalty is significant, but it has limits. Limited generalizability is a major issue. This restriction is due to numerous study design constraints, including the small sample size of 100 Finnish retail employees. The findings may be biased due to the small sample size, which may not represent the diversity of Finnish retail workers. Also, the study only examines the Finnish retail industry which has specific characteristics that limit its applicability to other industries and regions. Here, the quantitative research methods like survey questionnaires also hinder generalizability. Then, self-reported data in surveys can be affected by response bias and social desirability bias where fixed-response survey questions may not represent the complexity of employee perspectives and experiences with different leadership styles. Then, the study's core data collection makes its findings context-specific and difficult to generalise. Here, the study findings may be affected by organisational culture, industry conventions and leadership techniques in diverse circumstances. Also, the study provides valuable insights into how different leadership approaches affect employee dedication and loyalty in Finland's retail industry but its small sample size focus on a specific industry and geographical region and use of quantitative research methods limit its generalizability.

5.7 Future Research

Here, future research should raise the sample size to better represent Finland's diverse retail workforce where a greater sample size would improve reliability, validity and statistical analysis and thus, the researcher could undertake multi-site investigations with shop personnel from around Finland to capture a wider range of experiences and viewpoints. Also, researchers should use a mixed-methods approach including quantitative surveys and qualitative interviews and focus groups. Also, this technique would offer a more complete picture of employee views on leadership styles where qualitative techniques can supplement quantitative findings and thus, reveals the mechanisms and contexts that affect employee devotion and loyalty. Here, future study should examine how leadership styles affect employee devotion and loyalty across industries and locations. Also, comparative studies can discover leadership strategies and their influence on employee outcomes which make the findings more generalizable and applicable. Thus, these recommendations can help future research expand on the current study's findings and better understand how leadership styles affect employee devotion and loyalty in different organisational circumstances.

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7 Appendix

7.1 Survey Questionnaire

This questionnaire is part of a research project conducted by me as part of academic program of the LAB University of Applied Science. The purpose of this study to explore how different leadership approaches impact employee dedication and loyalty in retail industry of Finland. Your participation in this questionnaire is entirely voluntary, and all responses will be kept confidential. All your information will remain safe. Please answer each question to the best of your ability, as your honest feedback is crucial for the success of this study. Your time and effort in completing this questionnaire are greatly appreciated.

By submitting your responses to this questionnaire, you agree that you:

- Have read the information sheet about this study
- Have had an opportunity to ask questions and discuss this study
- Have received satisfactory answers to all my questions
- Have received enough information about this study
- Understand that you are free to withdraw from this study:
- At any time at any time prior to submission of the results for publication

Demographic Statistics

1. What is your age level?

- 18-25
- 26-32
- 33-42
- 43-55
- 56-65

2. What is your gender?

- Male
- Female
- Prefer not to say

Different organizational settings for autocratic leadership styles concerning employee dedication and loyalty in retail industry of Finland

3. How would you rate the level of autonomy you have in making decisions related to your work within your organization's autocratic leadership?

- Very low autonomy
- Low autonomy
- Moderate autonomy
- High autonomy
- Very high autonomy

4. To what extent do you feel your opinions and suggestions are considered in decision-making processes within your organization's autocratic leadership?

- Never considered
- Rarely considered
- Sometimes considered
- Often considered

Always considered

5. Do you agree that autocratic leadership in your organisation negatively impacts your dedication?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

6. Do you agree that autocratic leadership in your organisation negatively impacts your loyalty?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Relationship between transformational leadership and employee dedication and loyalty in retail industry of Finland

Transformational Leadership

Here, Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5)

7. My supervisor's transformational leadership inspires me to perform to the best of my abilities.

1	2	3	4	5
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8. My supervisor's transformational leadership provides encouragement and support to help me grow professionally.

1	2	3	4	5
---	---	---	---	---

9. My supervisor's transformational leadership encourages innovation and creativity in the workplace.

1	2	3	4	5
---	---	---	---	---

Employee Dedication

10. I am dedicated to achieving the goals and objectives of my team/organization due to transformational leadership.

1	2	3	4	5
---	---	---	---	---

11. I feel a strong sense of commitment to the mission and values of my team/organization due to transformational leadership.

1	2	3	4	5
---	---	---	---	---

12. I am enthusiastic about contributing to the success of my team/organization due to transformational leadership.

1	2	3	4	5
---	---	---	---	---

Employee Loyalty

13. I feel a strong sense of loyalty towards my team/organization due to transformational leadership.

1	2	3	4	5
---	---	---	---	---

14. I am committed to staying with my team/organization for the long term due to transformational leadership.

1	2	3	4	5
---	---	---	---	---

15. I am proud to be associated with my team/organization due to transformational leadership.

1	2	3	4	5
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Influences of transactional leadership on employee dedication and loyalty in retail industry of Finland

Transactional Leadership

16. My supervisor clearly communicates what is expected of me in terms of performance due to transactional leadership.

1	2	3	4	5
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17. My supervisor sets specific goals and objectives for me to achieve due to Transactional leadership due to transactional leadership.

1	2	3	4	5
---	---	---	---	---

18. My supervisor closely monitors my work to ensure that tasks are completed efficiently due to Transactional leadership due to transactional leadership.

1	2	3	4	5
---	---	---	---	---

Employee Dedication

19. I am committed to meeting the expectations set by my supervisor due to transactional leadership.

1	2	3	4	5
---	---	---	---	---

20. I am willing to put in extra effort to receive rewards and recognition from my supervisor due to transactional leadership.

1	2	3	4	5
---	---	---	---	---

21. I feel a sense of responsibility to fulfill my obligations to my supervisor due to transactional leadership.

1	2	3	4	5
---	---	---	---	---

Employee Loyalty

22. I feel a strong sense of loyalty towards my team/organization due to transactional leadership.

1	2	3	4	5
---	---	---	---	---

23. I am committed to staying with my team/organization for the long term due to transactional leadership.

1	2	3	4	5
---	---	---	---	---

24. I feel valued and appreciated by my team/organization due to transactional leadership.

1	2	3	4	5
---	---	---	---	---

Relationship between democratic leadership and employee dedication and loyalty in retail industry of Finland

Democratic Leadership

25. My supervisor treats all team members equally and values their opinions due to democratic leadership.

1	2	3	4	5
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26. My supervisor actively involves employees in decision-making processes due to democratic leadership.

1	2	3	4	5
---	---	---	---	---

27. My supervisor seeks input and feedback from employees before making important decisions due to democratic leadership.

1	2	3	4	5
---	---	---	---	---

Employee Dedication

28. I am motivated to work hard because my opinions are valued by my supervisor due to democratic leadership.

1	2	3	4	5
---	---	---	---	---

29. I feel a strong sense of commitment to my work because I have a voice in decision-making processes due to democratic leadership.

1	2	3	4	5
---	---	---	---	---

30. I am enthusiastic about contributing to the success of my team/organization because of the democratic leadership style due to democratic leadership.

1	2	3	4	5
---	---	---	---	---

Employee Loyalty

31. I feel a strong sense of loyalty towards my team/organization because of the democratic leadership style due to democratic leadership.

1	2	3	4	5
---	---	---	---	---

32. I am committed to staying with my team/organization for the long term because my opinions are valued due to democratic leadership.

1	2	3	4	5
---	---	---	---	---

33. I feel valued and appreciated by my team/organization because of the democratic leadership style due to democratic leadership.

1	2	3	4	5
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Impact of laissez-faire leadership's on employee dedication and loyalty in retail industry of Finland

Laissez-faire Leadership

34. My supervisor tends to avoid making decisions and leaves employees to work independently due to laissez-faire leadership.

1	2	3	4	5
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35. My supervisor provides little to no guidance or direction, leaving employees to figure things out on their own due to laissez-faire leadership.

1	2	3	4	5
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36. My supervisor is often unavailable or uninvolved in day-to-day operations due to laissez-faire leadership.

1	2	3	4	5
---	---	---	---	---

Employee Dedication

37. I do not feel motivated to work hard despite the lack of direction from my supervisor due to laissez-faire leadership.

1	2	3	4	5
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38. I am not dedicated to achieving the goals and objectives set by my team/organization due to laissez-faire leadership.

1	2	3	4	5
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39. I am not willing to put in extra effort for the lack of guidance from my supervisor due to laissez-faire leadership.

1	2	3	4	5
---	---	---	---	---

Employee Loyalty

40. I do not feel a strong sense of loyalty towards my team/organization due to the challenges posed by laissez-faire leadership.

1	2	3	4	5
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41. I am not committed to staying with my team/organization for the long term due to the lack of support from my supervisor due to laissez-faire leadership.

1	2	3	4	5
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42. I do not feel valued and appreciated by my team/organization due to laissez-faire leadership.

1	2	3	4	5
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