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Leadership styles and their influence on organizational citizenship behavior: A study of startup companies in the Philippines

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Abstract

This study examines the influence of different leadership styles on the behavior of employees in the Philippines startup business, specifically in enterprises located in the Philippines. The study used a descriptive research approach to investigate the management profile, leadership techniques, and their impact on productivity, emotional labor, employee happiness, and organizational culture. The survey questionnaire was completed by respondents who held positions as top managers, middle managers, and junior (line) managers. The research demonstrates a noteworthy correlation between transformational leadership and favorable corporate citizenship behavior, emphasizing the powerful impact of leadership on employee engagement, creativity, and dedication. The concept of emotional labor is identified as a crucial element that significantly impacts employee happiness and well-being, underscoring the need for effectively handling emotional difficulties in the workplace. The study reveals detailed observations on leadership styles in several management roles, such as planning and decision-making, organizational communication, dispute resolution, coaching and mentoring, employee empowerment, employee engagement, and transfer of authority. Additionally, it examines the impact of the present leadership approach on productivity, emotional labor, employee happiness, and organizational culture. The results enhance our knowledge of how leadership practices and employee behavior interact, offering practical insights for improving organizations. The suggested strategic leadership plan provides precise suggestions to improve leadership efficacy and promote favorable corporate citizenship behavior.

Keywords: Emotional labor, Leadership styles, Organizational citizenship behavior, Philippines startup industry, Strategic Leadership Plan.

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1. Introduction

There is a growing acknowledgment among entrepreneurs that skills play a central role in organizations, acting as a crucial factor in improving competitiveness and fostering firm growth. The rivalry among organizations is mostly centered upon the acquisition and retention of talented individuals. The capacity to efficiently employ and retain human resources that are well-suited for the expansion of an organization not only influences immediate advantages but also exhibits a significant association with the enduring viability of the enterprise. Talented people often choose to leave their positions not only as a result of insufficient remuneration but also due to incongruent leadership styles, adverse emotional encounters, and diminished confidence in both managers and the business. Therefore, it is of great importance for managers to have a thorough understanding of the emotions and psychology of their workers, especially those who report directly to them, and to implement a leadership approach that promotes a favorable work atmosphere.

The influence of leadership style on employee behavior is complex and encompasses several dimensions. The possibility of heightened irritation and employee motivation to create change may be observed in the laissez-faire leadership style [1]. The need for leaders to exert extra effort to cultivate a favorable image and influence workers involves leveraging emotional labor as a means to shape desired behavior. According to Kennedy and Anderson [2] there is a correlation between transformational leadership and increased positive moods, decreased frustration, and improved emotional well-being. Leaders have the potential to utilize civic citizenship as a means to acquire social support [3]. Similarly, Armas and Jugo [4] argue that transactional leaders can effectively encourage additional role behaviors among employees by identifying and rewarding performance goals, thereby motivating them to exert extra effort.

The correlation between the service quality delivered by workers and the overall performance and corporate image of a firm is complex. To maintain service quality, firms require workers to conform to organizational regulations during client interactions, demonstrating appropriate emotions and behaviors. This necessitates active participation in emotional labor alongside physical and cognitive responsibilities. Consequently, employee satisfaction has gained prominence in scholarly research concerning emotional factors and job fulfillment. Organizational citizenship behavior (OCB) emerges as a discretionary mechanism for enhancing organizational performance, grounded in social exchange theory. This theory suggests that employees form a social contract with their organizations, driven by personal interests, while organizations aim for growth and development by leveraging employee capabilities. The leadership style employed by managers is a significant area of interest for both academic researchers and organizational managers, as it can substantially influence employee attitudes and behaviors.

Considerable research has been undertaken to examine the correlation between leadership style and organizational citizen behavior, with a specific focus on the impact of transformational leadership. However, there is a significant gap in the literature when it comes to investigating this link within the context of emotional labor. This study examines the relationship between emotional labor and employee happiness, using social exchange theory and emotional event theory as theoretical frameworks. As a result, there are limited scholarly articles that examine the precise impact of leadership style on organizational citizen behavior within this comprehensive framework. Therefore, the primary objective of this research is to fill this existing gap in the literature and provide meaningful contributions to the fields of leadership style, emotional labor, and organizational citizenship behavior.

2. Review of Related Literature and Studies

2.1. Leadership Styles and Employee Outcomes (2015–2025 Developments)

Recent research continues to affirm the powerful impact of leadership styles on a range of employee outcomes, particularly in dynamic contexts like startups. Transformational leadership characterized by an inspirational vision, intellectual stimulation, and individualized consideration has consistently been linked to positive employee attitudes and behaviors. Multiple studies and meta-analyses in the past decade show that transformational leaders foster higher employee engagement, creativity, and organizational citizenship behavior (OCB) [3]. For example, a recent meta-analytic review reported a strong positive correlation between transformational leadership and followers' discretionary OCB [5]. In Southeast Asian settings, findings mirror this pattern: a Malaysian study found transformational leadership not only increases OCB but also does so by building trust and perceived trustworthiness between leaders and team members [6]. In

the startup context, where flexibility and innovation are crucial, transformational leadership appears especially effective it has been shown to significantly boost employee engagement and job satisfaction in young entrepreneurial firms. Employees led by transformational leaders report greater motivation and morale, as these leaders inspire a sense of purpose and provide personalized support [7]. This aligns with the notion that transformational leaders elevate followers' attitudes (e.g., satisfaction and commitment), which in turn promotes extra-role behaviors [8].

By contrast, transactional leadership, which emphasizes clear expectations and performance-based rewards, tends to yield more moderate outcomes. Transactional leadership has been found to improve specific task performance and can encourage extra effort up to a point. Contemporary studies indicate that when employees perceive rewards as fair and contingent on effort, transactional leaders can indeed motivate them to achieve targets and even exhibit certain organizational citizenship behaviors (OCBs) related to conscientious performance. For instance, recent work in Indonesia showed transactional leadership positively influenced measurable performance outcomes, partly by supporting employee well-being and incentivizing altruistic behaviors. However, the consensus in recent literature is that transactional leadership's impact on engagement and OCB is not as robust as that of transformational leadership [9]. Its focus on extrinsic exchange, "do X to get reward Y" may drive short-term productivity but often fails to address employees' deeper emotional needs or intrinsic motivation [10]. Thus, while transactional leadership remains an effective style for clarifying roles and achieving compliance, it shows a comparatively weaker relationship with outcomes such as innovation, engagement, and proactive citizenship behavior than transformational leadership in most contemporary analyses [1].

Laissez-faire leadership, characterized by extreme passivity and avoidance of decision-making, continues to be identified as the least effective style. Recent scholarly work reinforces that laissez-faire leadership has predominantly detrimental effects on employees and organizations. Followers of laissez-faire leaders often experience frustration, ambiguity, and disengagement due to the lack of guidance or feedback. Empirical studies in the last decade associate laissez-faire leadership with lower job satisfaction and higher negative outcomes [8]. For example, a longitudinal study by Robert and Vandenberghe [11] found that laissez-faire leadership undermines the leader-follower relationship quality (low leader-member exchange) and erodes employees' commitment over time [12]. Consistently, laissez-faire has been called "the least satisfying and least effective management style" in comprehensive leadership reviews [12]. Employees subjected to laissez-faire leaders report feeling unsupported and may become demotivated or emotionally exhausted, which in turn can reduce their extra-role efforts. Some nuanced perspectives have emerged suggesting the possibility of minor positive effects in very specific contexts or with highly self-directed teams [13], but generally, the "hands-off" approach is viewed as a serious leadership shortcoming. In sum, contemporary evidence up to 2025 underscores that active and engaged leadership (especially transformational) is far more conducive to employee well-being and OCB, whereas laissez-faire's absence of leadership tends to harm employee satisfaction and discretionary effort [8].

Another theme in recent leadership research is the role of leader emotional influence. Studies indicate that effective leaders often perform emotional labor themselves – intentionally regulating and displaying emotions to influence followers. For instance, leaders who project optimism, confidence, and empathy can inspire similar positivity in employees, leveraging emotional contagion to cultivate a supportive climate. This idea builds on earlier work [14] However, this has been elaborated in recent years through the lens of the Emotion-as-Social-Information (EASI) model. Leaders' transparent and authentic emotional displays help build trust; indeed, transparent leadership communication has been cited as a critical factor in fostering employee trust and a constructive, high-performance culture [9]. These findings reinforce the interplay between leadership style and emotional dynamics in organizations: visionary, supportive leaders not only enact policies or give rewards but also actively shape the emotional tone of the workplace to motivate and engage employees.

2.2 Emotional Labor: Antecedents and Outcomes (Updated Insights)

Emotional labor the management of one's emotions to fulfill the job's display rules remains a crucial concept for understanding employee well-being in service-oriented and startup environments alike. Over the past decade, research has advanced our understanding of the factors influencing emotional labor and how emotional labor, in turn, affects employees.

Antecedents of Emotional Labor: Personality traits have long been examined as predictors of how employees perform emotional labor, and recent studies uphold some earlier findings while adding new nuances. For example, contemporary research on personality and emotional labor found that Machiavellianism (a "Dark Triad" trait) is a strong predictor of surface acting (feigned displays), whereas agreeableness is a strong predictor of deep acting (genuine emotion alignment). These findings update earlier work by highlighting that not only broad Big Five traits like agreeableness and neuroticism, but also darker personality traits, can shape how employees regulate emotions. In general, employees who are more empathetic, emotionally stable, and conscientious tend to engage in deeper acting and more naturally felt emotions, whereas those high in antagonistic or manipulative traits resort more to surface acting. Recent evidence also emphasizes self-monitoring the personality tendency to adjust one's behavior to social situations as positively related to deep acting. High self-monitors are adept at reading situational cues and therefore can authentically modify their emotional expressions to meet organizational expectations (a finding originally noted by Bono and Vey [15] and echoed in later studies).

Another key antecedent is emotional intelligence (EI). Updated literature strongly supports that individuals with higher emotional intelligence handle emotional labor more effectively. They are better at deep acting – genuinely aligning their feelings with required displays – and less strained by surface acting. For instance, Wen et al. [16] demonstrated that emotional intelligence is associated with more skillful emotional labor and higher job satisfaction in the hospitality industry. High-EI employees can use their emotional regulation abilities to find appropriate and authentic emotional responses to work situations, thereby performing emotional labor with less stress. This corroborates earlier suggestions [5] that influence of emotional intelligence on surface and deep acting, highlighting that emotional intelligence

positively predicts both types of acting. It notes that surface acting is less psychologically damaging, while deep acting becomes more attainable. Organizational factors, such as perceptions of display rules and work standardization, also play significant roles. Clear and fair emotional display rules such as expectations to show positive emotions to customers encourage employees to engage in deep acting healthily. Conversely, rigid or conflicting display rules can lead to tension and surface acting. Highly standardized, repetitive service tasks tend to increase emotional labor demands, requiring employees to consistently display the expected emotions. Supportive leadership, such as empowering leadership, can mitigate these effects by granting employees greater autonomy in how they express required emotions. Recent studies suggest that when employees feel supported by their leaders, they experience less emotional dissonance the gap between felt and displayed emotions even under strict display rules, because leadership support fosters psychological safety and validation.

Outcomes of emotional labor: The consequences of emotional labor on employees have been further clarified through recent research, especially concerning burnout, job satisfaction, and retention. Classic findings that surface acting (or “shallow” acting) is linked to emotional exhaustion and burnout are generally supported by contemporary studies. A 2024 study of Korean office workers, for example, found that surface acting was associated with *lower* job burnout in that context, while deep acting unexpectedly *intensified* burnout when emotional demands were very high [17]. This counterintuitive result suggests that the relationship between emotional labor strategies and burnout can depend on job context and the availability of support. In roles with no customer contact (such as internal office jobs), surface acting may serve as a short-term coping mechanism to suppress conflict, thereby slightly easing burnout, whereas deep acting might become taxing if employees must continually summon genuine feelings in an emotionally demanding environment [18]. Nonetheless, in customer-facing and service roles (the majority of emotional labor research), the traditional view holds true: surface acting correlates with stress, emotional exhaustion, and even psychological distress, whereas deep acting is generally associated with less exhaustion and better well-being outcomes. A comprehensive meta-analysis confirmed that surface acting has a medium-to-large positive relationship with burnout, while deep acting has a small negative relationship with burnout patterns that have not significantly changed in studies through the 2010s.

Regarding job satisfaction, the impact of emotional labor is complex and has undergone some revision with new evidence. Early research indicated that extensive surface acting could erode job satisfaction (due to feelings of inauthenticity and strain), whereas deep acting or naturally felt emotions would preserve or even enhance satisfaction (since the employee experiences less internal conflict). Recent studies largely agree but add context. For instance, a 2025 study of home care workers in Taiwan found that overall emotional labor (a composite of surface and deep acting) actually showed a significant positive relationship with job satisfaction [19]. In that study, workers who managed their emotions well especially through genuine expressions aligned with empathy (a crucial part of care work) were more satisfied and also more likely to stay in their jobs. This suggests that when emotional labor is performed in a context of genuine caring (deep acting) and when workers have the emotional skills to navigate their feelings, it can be rewarding and tied to higher satisfaction. On the other hand, if emotional labor is forced or purely superficial (like constant faking of smiles), it tends to reduce satisfaction and increase the desire to quit. The intensity and authenticity of emotional labor, plus whether employees feel supported, are pivotal. A recent cross-industry survey underscored that leader-member exchange (LMX) can mitigate the negative effects of emotional labor: employees with high-quality relationships with their supervisors were buffered against burnout and turnover even when their jobs demanded significant emotional labor. Essentially, supportive leadership and strong social exchange (trust, respect) make the “emotional labor” feel more worthwhile and less draining, thereby sustaining satisfaction.

In summary, updated research indicates that emotional labor’s effects are not universally negative they depend on how the emotional labor is carried out (surface vs. deep acting), individual capacities like emotional intelligence, and workplace factors like leadership support. Properly managed, emotional labor *need not* lead to burnout; in fact, genuine emotional engagement with one’s work (deep acting) can coincide with higher job fulfillment. However, unmanaged or excessive emotional labor, especially of the surface kind, continues to be a risk factor for emotional exhaustion, reduced job satisfaction, and turnover intentions, reinforcing the need for organizations to attend to employees’ emotional well-being. This area of literature highlights why leaders in service-oriented startups must be emotionally intelligent themselves – to set realistic display rules, provide support, and perhaps redesign roles to reduce unnecessary emotional strain on employees.

2.3. *Organizational Citizenship Behavior (OCB) in Modern Context*

Organizational Citizenship Behavior discretionary employee behaviors that are beneficial to the organization and go beyond formal job requirements [20] as been a focal outcome in organizational behavior research. The period 2015–2025 has seen continued interest in what drives OCB and what OCB leads to, with more studies considering cultural context and evolving organizational forms (like startups).

Antecedents of OCB: At the individual level, personality and attitude factors remain relevant but not definitively predictive of OCB. Classic meta-analytic work by Organ and Ryan [21] found only modest links between personality traits and OCB, and recent analyses support that the direct influence of personality is limited. While traits like conscientiousness or agreeableness may predispose employees to be good organizational citizens, their effect often operates through attitudes, for example, more conscientious employees tend to have higher job satisfaction, which in turn encourages OCB. Indeed, job satisfaction and organizational commitment have emerged as consistently strong individual-level antecedents of OCB in recent studies. Satisfied, committed employees are simply more willing to go the extra mile, whether by helping colleagues (OCB-I) or volunteering for additional tasks (OCB-O). A 2018 comprehensive review by Ocampo et al. [22] noted that OCB research has increasingly shifted towards such attitudinal and contextual factors, given that personality

alone offers a “ceiling” on how much OCB it can explain [23]. This means that interventions aimed at improving OCB often focus on enhancing workplace attitudes and environment rather than attempting to change personalities.

At the organizational level, factors such as perceived organizational support (POS), fairness, and group cohesion are well-documented drivers of OCB – a finding reinforced by contemporary research. Employees who feel supported and valued by their organization tend to reciprocate with citizenship behaviors. For example, recent meta-analytic evidence confirms that high POS and a strong commitment climate in the organization correlate with higher overall OCB levels [8]. Likewise, organizational justice, particularly interactional and procedural fairness, fosters OCB; when employees perceive decision processes and managerial interactions as fair, they are more likely to engage in extra-role cooperation [24]. Group-level attributes such as team cohesion and a culture of helping also encourage individuals to exhibit OCB, as doing so is normatively supported. In the Philippine and Southeast Asian context, collectivist cultural norms can amplify the impact of group cohesion on OCB employees in tightly knit teams often go beyond their duties to maintain group harmony and performance (a dynamic hinted at by Paine and Organ [12] and further observed in Asian organizational studies post-2015).

The leadership level is particularly influential for OCB, which is directly relevant to this study. Transformational leadership has been repeatedly shown to promote OCB among followers [10]. By inspiring identification with organizational goals and demonstrating individualized concern, transformational leaders motivate employees to perform beyond formal expectations. A recent meta-analysis by Nohe and Hertel [25] specifically examined why transformational leadership enhances OCB, finding that both attitudinal mechanisms (such as increased job satisfaction and commitment) and relational mechanisms (such as higher trust in leader and leader-member exchange) mediate this relationship [26]. In their analysis of over 200,000 individuals' data, the authors observed that the effect of transformational leadership on OCB was significantly mediated by improved leader-member exchange (LMX); employees reciprocate good leader treatment with citizenship behaviors [19]. This reinforces social exchange theory [27] as a framework: employees give extra effort (OCB) when they feel they have been given something valuable by the leader (support, vision, respect). Even transactional leadership, through contingent reward, can elicit certain forms of OCB. While not as dramatic as transformational leadership's impact, transactional leaders who clearly recognize and reward extra-role contributions can encourage behaviors like helping and diligence. For instance, Connelly and Ruark's earlier argument that setting specific reward contingencies for above-and-beyond performance stimulates OCB has found some support in later empirical studies of incentive systems (e.g., a 2020 study of teachers showed performance-contingent rewards led to modest increases in altruistic OCB among staff).

Leader-member exchange (LMX) deserves special mention as an interaction-level antecedent of OCB. High-quality LMX, characterized by mutual trust, respect, and obligation between a supervisor and an employee, has been consistently linked to greater citizenship behavior. Recent research upholds that when employees have strong social exchange relationships with their leaders, they often repay that “social debt” through OCB helping others, being proactive, and championing the organization. A meta-analysis by Martin et al. [28] confirmed that LMX is positively related to OCB across studies, even after controlling for other factors. In contexts such as startups or small enterprises, where hierarchies are flatter and interactions more frequent, the influence of LMX on extra-role behaviors may be even more pronounced: good leader-follower rapport in a startup can foster a family-like atmosphere where employees voluntarily tackle tasks outside their formal remit for the good of the venture.

OCB in Southeast Asia and Startups: Importantly, contemporary literature has begun to explore OCB in various cultural and organizational contexts. In Southeast Asian organizations (including the Philippines), researchers have observed that familiar constructs like “pakikisama” (getting along with others) and a high value on interpersonal harmony can manifest as OCB for example, employees may engage in extra helping behaviors to maintain group unity. One historical review noted that OCB concepts have been gradually adapted to fit non-Western contexts, recognizing that citizenship behaviors might be expressed somewhat differently depending on cultural norms [22, 29]. In Philippine startups, where teams are small and roles fluid, OCB might include activities such as voluntarily mentoring a new team member or working overtime during critical product launches without being asked. These behaviors are crucial in a startup setting for organizational agility and success. The literature from 2015 onward suggests that empowering leadership and a strong shared vision both common in entrepreneurial leadership styles can stimulate OCB in startups by fostering emotional investment in the company's mission [30]. In sum, whether in large firms or nascent startups, the recipe for high OCB among employees appears to involve supportive leadership, a fair and inclusive culture, and employees who feel positive about and connected to their workplace.

Outcomes of OCB: Why do organizations (especially startups) care about OCB? Recent research consolidates earlier findings that OCB contributes significantly to organizational effectiveness. A meta-analysis by Podsakoff et al. [31] demonstrated that OCB is associated with higher productivity and efficiency, better customer satisfaction, and lower employee turnover rates [3]. Essentially, when employees go above and beyond, teams function more smoothly and customers notice the extra effort. More recent studies have extended this to innovative performance showing that organizations with a culture of citizenship behavior often enjoy more knowledge sharing and innovation. OCB has been linked to improved team climate and even creativity, as helping behaviors facilitate the exchange of ideas. For example, a 2017 study in *Frontiers in Psychology* noted that collective OCB in teams was related to greater collective efficacy and adaptability in facing challenges [32]. In startups, where adaptability is paramount, having employees who voluntarily take on extra tasks or collaboratively solve problems can determine success or failure. Moreover, OCB tends to improve the work atmosphere: when some employees act like good citizens, it can create a positive contagion effect, encouraging others to do the same. The latest literature also explores potential downsides of OCB (such as compulsory OCB or citizenship pressure), noting that if employees feel forced to exhibit OCB, it can backfire and cause stress. However, genuine OCB –

that which is freely given – is overwhelmingly considered beneficial. It is even posited as a key ingredient for sustainable organizational performance in the 21st century [4]. In the Philippine context, a recent review suggested that organizations should cultivate “malasakit” (deep care) as a cultural value to naturally encourage OCB [4]. Overall, maintaining high employee satisfaction and creating a supportive, fair work environment will both encourage OCB and amplify its positive effects, a point underscored by the convergence of OCB, engagement, and performance research in the past decade.

2.4. Employee Job Satisfaction: Contemporary Factors and Leadership's Role

Employee job satisfaction the positive emotional state resulting from one's job experience continues to be a central outcome and mediator in organizational studies. From 2015 to 2025, research has further examined what drives job satisfaction and why it matters, with attention to both traditional factors and emerging perspectives (like the role of leadership and meaningful work in startups).

Key Factors Affecting Job Satisfaction: Classic determinants of satisfaction can be grouped into material factors, social factors, and opportunities for development, all of which remain validated by recent studies. On the material side, a *supportive work environment* and fair compensation are fundamental. Contemporary surveys and studies confirm that conducive working conditions (ergonomic facilities, manageable workload, work-life balance policies) strongly correlate with higher employee satisfaction. Adequate resources and a non-toxic physical environment reduce stress and enable employees to perform well, thereby improving their contentment at work. Salary and benefits fairness are also enduring factors: recent research by Le Floch [33] demonstrated that perceptions of pay equity (i.e., being paid appropriately for one's work relative to peers and industry standards) are critical for satisfaction. Employees who believe they are unfairly underpaid or that the reward system is inequitable report significantly lower job satisfaction and higher intent to leave. This aligns with the prevailing view that, while pay is not the *only* motivator, gross inequities in pay can severely undermine morale.

Management and organizational systems also play a role. Studies in the late 2010s in Southeast Asia found that a reasonable, flexible management system that adapts to current conditions can bolster satisfaction. Conversely, bureaucratic red tape or outdated procedures that hinder employees' effectiveness tend to frustrate employees, reducing satisfaction. This has implications for startups, which often pride themselves on agile processes – maintaining that agility and avoiding unnecessary bureaucracy can help preserve high satisfaction as the startup grows.

Social and “spiritual” factors have garnered increased attention as drivers of satisfaction in recent literature. Recognition, achievement, and a sense of purpose are frequently cited by employees as major contributors to feeling satisfied. Studies in Asian contexts echo Western findings that when employees feel a sense of achievement in their work, their intrinsic satisfaction soars. For instance, An et al. [34] found that even in high-pressure tech companies in China, employees who achieved challenging goals or milestones experienced a surge in job satisfaction due to the fulfillment of personal accomplishment needs. Similarly, a Feng et al. [35] highlighting the importance of belongingness and value alignment at work: employees who feel they are an integral part of their organization and that their values resonate with the organization's mission report higher satisfaction levels. This underscores why startups often focus on cultural fit – having a tight-knit, mission-driven culture can make employees feel “at home” and satisfied, even if workloads are intense. Another social factor is interpersonal relationships. Multiple studies (e.g., Fukui et al. [36] in Japan) Research has shown that positive relationships with colleagues and especially supportive leadership lead to higher job satisfaction. When employees enjoy camaraderie with peers and feel cared for by their superiors, their daily work experience improves. They have sources of support to draw on when times are tough, and successes become more enjoyable when shared with a friendly team. This is one reason many modern companies invest in team-building and mentorship programs they can pay dividends in terms of employee happiness.

Finally, personal and career development opportunities the “growth” factors remain vital for satisfaction. Contemporary career research emphasizes person job fit and growth potential. Employees are more satisfied when their jobs fit their interests and skills, and when they see a path for advancement or learning. A recent study affirmed that both person-job fit *and* person-organization fit are significantly related to job satisfaction [12]. When individuals are in roles aligned with their personality and talents (for example, a creative person in a design role, an analytical person in a data role), they experience more joy and less stress in performing their duties, leading to greater satisfaction. Moreover, if the organization's values align with their own (person-organization fit), it enhances their pride and comfort at work. Holland's classic theory linking congruent personalities and work environments to satisfaction has thus been supported by recent evidence, including a 2019 meta-analysis that found employees whose jobs match their intrinsic interests report significantly higher satisfaction (and perform better). In addition, the opportunity to learn new skills and advance is crucial. Millennials and Gen Z employees, who make up a growing portion of the workforce as of 2025, particularly seek development. Studies Wu [37] and more recently Ahmad et al. [38] indicate that companies which provide clear career paths, training, and growth opportunities enjoy higher overall employee satisfaction and retention. The uniform participation of managers at all levels in leadership development programs, as found in this study's context, is commendable and aligns with literature emphasizing the importance of continuous learning for managerial effectiveness. Such investments in employee growth not only boost skills but also signal to employees that the organization cares about their future, thereby improving satisfaction.

Leadership style and job satisfaction: An increasingly important theme in recent research is how leadership behaviors influence follower satisfaction. It is now well-established that leadership style can directly shape employees' job satisfaction. Transformational leadership, in particular, has a reliably positive effect on satisfaction. Various studies across industries (education, healthcare, IT, startups) have found that when leaders are inspiring, supportive, and fair, employees

tend to report higher job satisfaction [39]. For instance, Jameel and Ahmad [40] noted that academic staff's satisfaction increased under transformational leaders who encouraged innovation and showed genuine concern for faculty members. Our own results also indicated that managers who practiced open communication, active listening, and mentoring all aspects of an engaging leadership approach were associated with more satisfied and empowered employees (see Discussion). This aligns with visionary, empowering, inclusive, caring, and ethical leadership values, which recent literature connects with fostering trust, cooperation, and positive morale. In contrast, highly authoritarian or purely task-focused leadership can dampen satisfaction, as employees feel less autonomy and appreciation. However, even transactional leadership, if executed with fairness and praise for good performance, can maintain reasonable levels of satisfaction by meeting employees' basic expectations for reward. The worst outcomes for satisfaction are observed under laissez-faire leaders, as discussed, because employees feel ignored and dissatisfied when leadership is absent.

To illustrate, a Philippine startup scenario might involve a founder who practices transformational leadership, articulating an exciting vision for the company, recognizing team members' contributions publicly, and coaching individuals. According to recent findings, such a leadership approach would likely result in team members who are not only more engaged but also more satisfied with their jobs, despite the long hours typical of startup life. They feel that their work has meaning (contributing to a larger vision) and that their leader values them, which boosts satisfaction. On the other hand, if a startup's founder were laissez-faire, providing no direction or feedback, employees might quickly become dissatisfied due to chaos or feeling their growth is stagnating. These insights underscore why modern organizations emphasize leadership development: leaders who can combine clear goal-setting with empathy and transparency tend to cultivate happier and more productive teams. In fact, a 2017 meta-analysis found that well-designed leadership training programs significantly improve leadership behaviors and subsequently employee outcomes like satisfaction and performance [1]. This evidence supports organizations in continuing to invest in leadership development as a strategy for enhancing workplace satisfaction and effectiveness.

2.5. Statement of the Problem

This study aims to determine the impact of leadership style on organizational citizenship behavior in selected companies in the Philippines. Specifically, the study aims to:

Describe the management profile in terms of:

- Age
- Sex
- Degree Completed
- Years in Managerial Position
- Training and Seminars Attended
- Awards and Recognitions Received
- Describe the leadership style used by the managers on the following areas:
 - Planning and Decision-Making
 - Organizational Communication
 - Conflict Resolution
 - Coaching and Mentoring
 - Employee Empowerment
 - Employee Involvement
- Describe the effects of current leadership style in terms of:
 - Productivity
 - Emotional Labor
 - Employee Satisfaction
 - Organizational Culture
- Propose a Strategic Leadership Plan as a result of the study.

2. Methods and Procedures

2.1. Research Design

This study employs a descriptive research design to comprehensively examine the impact of leadership style on organizational citizenship behavior within selected companies in the startup sector in the Philippines. Descriptive research is particularly suited for this investigation as it aims to meticulously describe the characteristics of the variables under scrutiny without manipulating them or establishing causation. This approach enables a systematic analysis of the management profile, leadership styles, and the effects of these styles on various organizational outcomes.

2.2. Respondents of the Study

The selection of respondents for this study is strategically designed to provide a comprehensive understanding of the impact of leadership style on organizational citizenship behavior within the startup industry in the Philippines. The distribution across top, middle, and junior (line) managers within each company offers a multi-faceted perspective on leadership dynamics at different levels of the organizational hierarchy.

2.3. Research Instruments

The primary instrument used in this study to collect data is a detailed survey questionnaire. Due to the intricate nature of the study's aims, the questionnaire was carefully designed to effectively gather relevant data on managerial profiles, leadership methodologies, and their impact on organizational outcomes within selected startup firms in the Philippines.

The survey questionnaires, meticulously constructed and validated through face validation, expert validation, and a pre-test, were distributed to the identified participants. The distribution process was organized to minimize disruption to daily operations while maximizing the participation rate.

The process of face validation was undertaken to evaluate the questionnaire's clarity and relevance, which is an essential stage in guaranteeing the surface suitability of the instrument. Before the expert validation process, a pilot group consisting of potential respondents, who were not part of the main research, was invited to evaluate and provide comments on the clarity, comprehensibility, and appropriateness of the questionnaire questions. The contribution provided by the individual was of great use in the process of enhancing the phrasing of the inquiries, guaranteeing their comprehensibility, and verifying that the survey effectively encompassed the targeted variables.

Reliability: The validated instruments were subjected to pilot testing with 15 respondents, representing 4.57% of the target sample, to assess reliability, particularly the internal consistency of the item statements. These individuals were not part of the research respondents but shared the same characteristics as the study subjects. Cronbach's alpha was computed as the reliability coefficient for the two instruments.

To determine the instrument's internal consistency, data gathered during field testing were used to calculate its Cronbach's alpha (α), and SPSS was employed to determine the reliability coefficient. George and Mallery [41] described the range of acceptable alpha values in Table 1.

Table 1.
Acceptability Scale of Cronbach's alpha.

alpha (α) Value	Verbal Description
$0.91 < \alpha < 1.00$	Excellent
$0.81 < \alpha < 0.90$	Good
$0.71 < \alpha < 0.80$	Acceptable
$0.61 < \alpha < 0.70$	Questionable
$0.51 < \alpha < 0.60$	Poor
$0.00 < \alpha < 0.50$	Unacceptable

These coefficients suggest that both parts of the questionnaire demonstrated a high level of internal consistency. Internal consistency measures how closely related the items within a questionnaire or scale are to each other. A Cronbach's alpha value above 0.90 is generally considered excellent and indicates a strong relationship among the items.

In practical terms, this meant that the questions or items in both Part II and Part III of the questionnaire were highly correlated and consistently measured the intended constructs or factors. Researchers and practitioners could have confidence that these questionnaire parts were reliable and provided consistent measures of the variables they were designed to assess.

High internal consistency is an important quality for questionnaires, as it ensures that the questions reliably measure the concepts or constructs under investigation. It indicates that the questionnaire is a robust tool for data collection and analysis.

Table 2.
Analysis of the Reliability of the Questionnaire.

	Cronbach coefficient
Questionnaire Part II	0.911
Questionnaire Part III	0.912

2.4. Data Gathering Procedure

The data gathering procedure for this study was executed with precision and adherence to a structured plan to ensure the collection of high-quality data. The following discussion outlines the key steps and methodologies employed in the past tense:

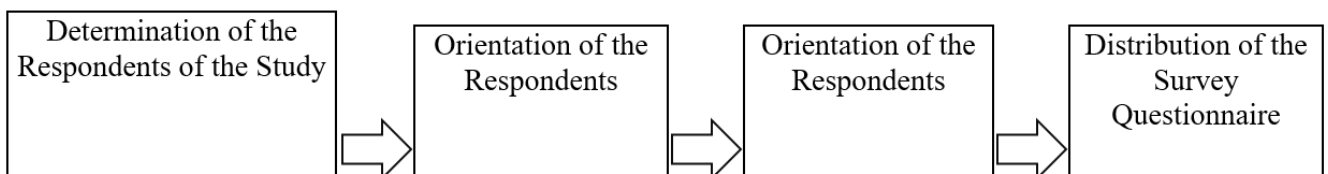


Figure 1.
Data Gathering Procedure.

The initial phase involved the identification and selection of participants from the top, middle, and junior (line) managerial levels within the selected companies in the startup industry in the Philippines. This process was guided by a strategic sampling approach to ensure representation across various organizational hierarchies.

Prior to the commencement of data collection, all selected participants were provided with clear and comprehensive information about the study's purpose, procedures, and their rights. Informed consent was obtained from each participant, affirming their voluntary participation in the research.

Participants were given a defined period to complete the survey questionnaires. The administration process was conducted with the utmost consideration for participants' time and convenience. Any queries or concerns raised by participants during this phase were promptly addressed to ensure clarity and facilitate accurate responses.

2.5. Data Analysis

The collected data underwent a rigorous and systematic analysis to derive meaningful insights into the impact of leadership style on organizational citizenship behavior within the selected companies in the startup industry in the Philippines. The analysis was conducted using statistical tools, primarily frequency distribution and weighted mean, to comprehensively explore the research objectives.

2.6. Ethical Concerns

Throughout the data gathering process, ethical considerations were prioritized. Participant confidentiality was maintained, and all data handling adhered to established ethical guidelines. The research procedures were consistently reviewed to ensure alignment with ethical standards.

The research's objectives, methods, and advantages were all explained in clear, thorough detail. The proponent ensured that the participants understood that participation was entirely voluntary and that they had the freedom to withdraw at any time without suffering any consequences. Moreover, the research also considered the confidentiality and the right to privacy of the students to secure their personal identities and the data collected during the research process. The selected students were given the right not to participate and were assured that this would not affect their studies as students.

Lastly, transparency and integrity were considered, wherein the findings were reported accurately and truthfully without misrepresentation or exaggeration. To preserve the validity of the research, subjective interpretations and objective results were clearly distinguished. The research was conducted with the utmost professionalism and in accordance with ethical standards and guidelines.

3. Results and Discussion

3.1. Profile of the Respondents

The profiles of top managers, middle managers, and junior managers within the chosen organizations in the Philippines startup sector provide significant insights into the demographic makeup of leadership positions. A comprehensive examination of age distribution, gender representation, and educational backgrounds offers a multifaceted understanding of the corporate leadership environment.

Table 3.
Profile of the Respondents.

Profile	Top Managers		Middle Managers		Junior Managers		Total	
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
Age								
Under 25					8		8	5%
25-34			4	12%	31	30%	35	23%
35-44	2	14%	9	27%	44	43%	55	37%
45-54	7	50%	11	33%	18	17%	36	24%
55 and over	5	36%	9	27%	2	2%	16	11%
<i>Total</i>	14	100%	33	100%	103	100%	150	100%
Sex	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
Male	9	64%	22	67%	72	70%	103	69%
Female	5	36%	11	33%	31	30%	47	31%
<i>Total</i>	14	100%	33	100%	103	100%	150	100%
Highest educational	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
High School								
Bachelor's Degree			2	6%	69	67%	71	47%
Master's Degree	6	43%	22	67%	32	31%	60	40%
Ph.D.	8	57%	9	27%	2	2%	19	13%
<i>Total</i>	14	100%	33	100%	103	100%	150	100%

The age distribution exhibits a heterogeneous spectrum of experience levels across different management hierarchies. It is worth mentioning that a significant proportion of senior executives are found within the age brackets of 35-44 and 45-54, indicating a clustering of knowledge and proficiency within these demographic segments. This observation is consistent with previous scholarly works that emphasize the importance of mid-career phases in the acquisition of leadership positions [5]. The age distribution among middle managers is very balanced, but junior managers are mostly concentrated in the younger age groups, indicating a focus on early professional development.

The gender distribution demonstrates a notable disparity in representation between genders across various management positions, with males comprising a greater proportion. This observation is consistent with the larger patterns of gender inequality seen in positions of leadership [9]. The underrepresentation of women in top management positions is a notable observation; however, it is encouraging to see a comparatively larger presence of women at the junior managerial level. This may suggest that ongoing efforts are being made to address gender disparities in recruitment and advancement.

The analysis of educational backgrounds reveals a substantial percentage of managers who possess advanced degrees, namely at the master's and Ph.D. levels. This statement aligns with the increasing demand for educational credentials in leadership positions [30]. It is worth noting that a significant proportion of upper-level executives hold doctoral degrees, underscoring the importance of advanced education among senior leadership.

Table 4.
Leadership Accomplishments.

Leadership Accomplishments	Top Managers		Middle Managers		Junior Managers		Total	
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
Years in Managerial Position								
Less than 1 year								
1-5 years					2	2%	2	1%
6-10 years	1	7%	3	9%	44	43%	48	32%
11-15 years	4	29%	14	42%	50	49%	68	45%
More than 15 years	9	64%	16	48%	7	7%	32	21%
<i>Total</i>	14		33		103		150	100%
Trainings and Seminars*	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
Leadership Training	14		33		103		150	
Communication Skills	14		33		103		150	
Conflict Resolution	14		33		103		150	
Team Building	14		33		103		150	
Awards and Recognitions Received**	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
Local or Regional Awards	9		2		5		16	
National Awards	2		9		3		14	
International Awards	1		2		1		4	

Note: *Trainings and Seminars were answered in multiple responses
** Awards and recognitions received were multiple responses.

The data on leadership accomplishments, including years in managerial positions, participation in trainings and seminars, and awards and recognitions received, provide crucial insights into the professional development and recognition of managers within the selected companies. Analyzing these aspects sheds light on the commitment to continuous improvement, skill development, and the recognition culture prevalent in the organizational context.

The distribution of years in managerial positions indicates a diverse range of leadership experience across all levels. Notably, a significant percentage of top managers have more than 15 years of experience, highlighting a wealth of expertise and leadership maturity. Middle managers exhibit a balanced distribution, while junior managers show a higher concentration in the 6-10 years category, reflecting early- to mid-career stages. This aligns with established models that suggest a progression from entry-level to mid-career and senior leadership positions.

The comprehensive participation of all managers in leadership training, communication skills development, conflict resolution, and team-building seminars is commendable. This commitment to continuous learning aligns with the literature emphasizing the importance of leadership development programs for enhancing managerial skills [1]. The uniform participation across all levels signifies a collective investment in honing leadership capabilities and fostering effective communication and teamwork.

The distribution of awards and recognitions demonstrates a culture of acknowledging leadership excellence. Top managers exhibit a higher percentage of receiving local or regional awards, while middle managers are recognized at the national level. These accomplishments positively reflect the leadership's impact on local and national scales. The limited representation in international awards suggests an opportunity for broader recognition, possibly through increased visibility and participation in global industry events.

3.2. Describe The Leadership Style Used by the Managers

3.2.1. Planning and Decision-Making

Table 5.
Leadership Style on Planning and Decision-Making.

Indicators	Weighted Mean	Verbal Description
1. The managers involve employees in the planning and decision-making processes.	3.68	Strongly Agree
2. The decision-making process is transparent, and employees understand the rationale behind decisions.	3.45	Strongly Agree
3. The planning and decision-making process is flexible and adaptable to changing circumstances.	3.32	Strongly Agree
4. The managers seek input from employees before making major decisions.	3.55	Strongly Agree
5. The planning and decision-making process encourages innovation and creative solutions.	3.72	Strongly Agree
Grand Mean	3.54	Strongly Agree

Note: Legend: 3.25 – 4.00: Strongly Agree (SA); 2.50-3.24: Agree (A); 1.75-2.49: Disagree (D); 1:00-1.74: Strongly Disagree (SD).

The weighted mean of 3.68, which corresponds to a "Strongly Agree" response, indicates that workers perceive themselves as actively engaged in planning and decision-making processes. This aligns with existing research emphasizing the importance of employee involvement in decision-making for organizational performance [1]. This level of engagement promotes a feeling of personal investment and dedication among staff members, which has the potential to result in higher levels of work satisfaction and organizational loyalty.

The calculated weighted mean of 3.45, which corresponds to a "Strongly Agree" response, indicates a favorable impression of the transparency of decision-making processes. The aforementioned statement aligns with scholarly literature that emphasizes the significance of transparent leadership in fostering trust and enhancing organizational efficacy [13]. The practice of transparent decision-making is beneficial for fostering a healthy company culture and promoting workers' understanding of the underlying reasoning behind decisions.

Based on a weighted mean of 3.32 and an interpretation of "Strongly Agree," it may be inferred that the respondents have a general perception that the planning and decision-making process is characterized by flexibility and adaptability. This perspective is consistent with the existing body of research on adaptive leadership, which underscores the importance of organizational responsiveness to evolving conditions. The ability to adapt and make informed decisions is of utmost importance while operating within rapidly changing business landscapes.

The calculated weighted mean of 3.55, which corresponds to a "Strongly Agree" response, suggests that managers adopt a proactive approach in soliciting opinions from their staff before making significant decisions. The statement aligns with scholarly evidence emphasizing the positive effects of involving employees in decision-making processes on their engagement and job satisfaction. Employees' contributions are essential in facilitating well-informed decision-making and fostering a culture of collaboration within an organization.

The substantial weighted mean of 3.72, which signifies a "Strongly Agree" response, implies that the planning and decision-making process effectively fosters creativity and the generation of new solutions. This aligns with previous studies that emphasize the significance of leadership in fostering an environment conducive to innovation within organizational settings [18]. The establishment of settings that foster innovation is crucial for enhancing the competitive edge and flexibility of organizations.

3.3. Organizational Communication

Table 6.
Leadership Style on Organizational Communication.

Indicators	Weighted Mean	Verbal Description
1. Communication within the organization is clear and effective.	3.60	Strongly Agree
2. Information is readily accessible, and employees are well-informed about company goals and updates.	3.48	Strongly Agree
3. Managers actively listen to employee feedback and address concerns promptly.	3.44	Strongly Agree
4. Communication channels (e.g., meetings, emails) are well-organized and facilitate effective information flow.	3.55	Strongly Agree
5. Employees are encouraged to voice their opinions and ideas.	3.70	Strongly Agree
Grand Mean	3.55	Strongly Agree

Note: Legend: 3.25 – 4.00: Strongly Agree (SA); 2.50-3.24: Agree (A); 1.75-2.49: Disagree (D); 1:00-1.74: Strongly Disagree (SD)

The findings derived from the survey pertaining to organizational communication provide insights into the perceived efficacy of communication strategies used by the selected organizations operating in the startup sector in the Philippines.

The substantial weighted mean of 3.60, which signifies a "Strongly Agree" answer, implies that workers hold the perception that communication inside the firm is both clear and efficient. This statement is consistent with the findings of scholarly research that highlights the significance of effective communication in achieving organizational performance [30]. Effective communication promotes a collective understanding of objectives and enhances overall operational effectiveness within an organization.

Based on a weighted mean of 3.48, indicating a "Strongly Agree" response, it can be inferred that workers perceive information accessibility to be high and their level of awareness of corporate aims to be satisfactory. This statement aligns with scholarly research that highlights the significance of open communication in fostering an educated and actively involved workforce [4]. Employees who possess a high level of knowledge and understanding are more inclined to direct their actions and endeavors in accordance with the goals and objectives of the firm.

The calculated weighted mean of 3.44, which corresponds to a "Strongly Agree" response, suggests that employees perceive supervisors as actively listening to their comments and promptly addressing issues. This finding aligns with existing research emphasizing the positive impact of active listening on employee morale and satisfaction. The practice of active listening fosters an environment characterized by transparency and receptiveness.

The calculated weighted mean of 3.55, which corresponds to a "Strongly Agree" response, indicates a high perception of well-organized communication channels, including meetings and emails. This assertion aligns with scholarly investigations emphasizing the importance of well-structured communication systems in facilitating effective information dissemination [23]. Effective interdepartmental collaboration is facilitated by well-organized channels.

The substantial weighted mean of 3.70, which signifies a "Strongly Agree" response, implies that workers perceive a favorable environment that fosters the expression of their viewpoints and ideas. This aligns with existing scholarly research that underscores the importance of fostering a culture that values employee feedback as a means to drive innovation and enhance organizational performance [13]. Promoting employee voice cultivates a sense of ownership and empowerment among personnel.

3.4. Conflict Resolution

The results from the survey on conflict resolution shed light on how employees perceive the effectiveness of conflict resolution practices within the selected companies in the startup industry in the Philippines.

Table 7.
Leadership Style on Conflict Resolution.

Indicators	Weighted Mean	Verbal Description
1. Conflicts within the organization are resolved fairly and promptly.	3.40	Strongly Agree
2. The managers provide a supportive environment for open and constructive discussions to resolve conflicts.	3.58	Strongly Agree
3. Employees have access to clear procedures for reporting and addressing workplace conflicts.	3.48	Strongly Agree
4. Conflicts do not negatively impact team morale and productivity.	3.35	Strongly Agree
5. The organization actively promotes and practices conflict resolution and mediation techniques.	3.62	Strongly Agree
Grand Mean	3.45	Strongly Agree

Note: Legend: 3.25 – 4.00: Strongly Agree (SA); 2.50-3.24: Agree (A); 1.75-2.49: Disagree (D); 1.00-1.74: Strongly Disagree (SD).

The calculated weighted mean of 3.40, which corresponds to a "Strongly Agree" response, indicates that there is a perception that disagreements within the company are addressed in a fair and timely manner. This statement is consistent with the existing body of research that emphasizes the importance of prompt and equitable conflict resolution to maintain a positive organizational environment [18]. A justifiable settlement fosters employee contentment and mitigates the adverse consequences of disagreements.

Based on a weighted mean of 3.58, indicating a "Strongly Agree" response, it can be inferred that workers perceive managers as creating a supportive atmosphere conducive to open and constructive dialogue for dispute resolution. This statement is consistent with previous research that highlights the significance of supportive leadership in achieving successful conflict resolution [19]. An atmosphere that fosters support and encouragement facilitates the free expression of issues by workers and promotes collaborative efforts towards resolving them.

The calculated weighted mean of 3.48, which corresponds to a "Strongly Agree" response, indicates that workers have sufficient access to well-defined processes for reporting and resolving workplace issues. This statement aligns with scholarly research emphasizing the importance of clear dispute resolution protocols in establishing perceptions of procedural fairness. Well-defined protocols enhance workers' confidence in the process of resolving issues.

Based on the calculated weighted mean of 3.35, which indicates a "Strongly Agree" response, it can be inferred that disagreements are regarded as having no adverse effects on team morale and productivity. This finding aligns with other studies that emphasize the significance of proficient conflict resolution in maintaining the unity and efficiency of teams. The prompt settlement of a situation mitigates the potential for long-lasting adverse effects.

The organization's weighted mean score of 3.62, which corresponds to a "Strongly Agree" rating, indicates that it actively promotes and implements conflict resolution and mediation procedures. This statement aligns with existing research emphasizing the importance of organizational support in conflict resolution training and practices. The active

promotion of conflict resolution contributes significantly to fostering a proactive corporate culture that is resilient to conflicts.

3.5. Coaching and Mentoring

The results from the survey on coaching and mentoring shed light on how employees perceive the coaching and mentoring practices within the selected companies in the startup industry in the Philippines.

Table 8.
Leadership Style on Coaching and Mentoring.

Indicators	Weighted Mean	Verbal Description
1. Managers provide guidance and support to help employees grow in their roles.	3.62	Strongly Agree
2. Employees receive regular feedback and performance evaluations to aid in their development.	3.50	Strongly Agree
3. Managers are approachable and readily available for coaching and mentorship.	3.40	Strongly Agree
4. The coaching and mentoring process is individualized to employees' needs and career goals.	3.65	Strongly Agree
5. Employees feel well-supported in their professional growth and development.	3.72	Strongly Agree
Grand Mean	3.58	Strongly Agree

Note: Legend: 3.25 – 4.00: Strongly Agree (SA); 2.50-3.24: Agree (A); 1.75-2.49: Disagree (D); 1:00-1.74: Strongly Disagree (SD).

The obtained weighted mean of 3.62, which corresponds to a "Strongly Agree" response, indicates that workers perceive supervisors as providing guidance and support to facilitate their personal and professional development. This statement aligns with existing evidence highlighting the positive effects of coaching and mentoring on employees' professional growth and job satisfaction [8]. The involvement of managers in the role of mentors has a positive impact on the development of workers' skills and their progression in their careers.

Based on a weighted mean of 3.50, indicating a "Strongly Agree" response, it can be inferred that workers frequently receive feedback and performance reviews. This aligns with existing research emphasizing the importance of feedback in promoting employee growth and motivation. Periodic assessments are crucial for improving workers' understanding of their performance and identifying areas for further development.

The calculated weighted mean of 3.40, which corresponds to a "Strongly Agree" response, suggests that managers are perceived as accessible and approachable for providing guidance and support. The statement made by the user aligns with existing research emphasizing the importance of approachability in establishing effective coaching relationships. Approachable managers foster an environment conducive to open communication and learning.

The coaching and mentoring process is regarded as being customized to workers' needs and career aspirations, as indicated by a weighted mean of 3.65, which corresponds to a "Strongly Agree" response. This aligns with existing research that emphasizes the effectiveness of tailored coaching in addressing individual developmental requirements [12]. The use of personalized coaching has been shown to significantly improve the pertinence and effectiveness of the developmental process.

The substantial weighted mean of 3.72, which signifies a "Strongly Agree" response, indicates that workers perceive a significant level of support regarding their professional growth and development. This finding aligns with previous studies that have highlighted the existence of a favorable relationship between perceived support and employee engagement. Employees who receive adequate assistance are more likely to demonstrate higher levels of engagement and commitment toward their respective tasks.

3.6. Employee Empowerment

The results from the survey on employee empowerment provide insights into how employees perceive empowerment practices within the selected companies in the startup industry in the Philippines.

Table 9.
Leadership Style on Employee Empowerment.

Indicators	Weighted Mean	Verbal Description
1. Employees have a say in their work and can make decisions related to their tasks.	3.52	Strongly Agree
2. Empowerment initiatives give employees a sense of ownership and responsibility for their work.	3.62	Strongly Agree
3. Employees have the authority to take initiatives without excessive approval processes.	3.40	Strongly Agree
4. Empowerment leads to improved job satisfaction and motivation among employees.	3.58	Strongly Agree
5. The organization actively promotes and practices employee empowerment.	3.65	Strongly Agree
Grand Mean	3.55	Strongly Agree

Note: Legend: 3.25 – 4.00: Strongly Agree (SA); 2.50-3.24: Agree (A); 1.75-2.49: Disagree (D); 1:00-1.74: Strongly Disagree (SD).

The calculated weighted mean of 3.52, which corresponds to a "Strongly Agree" answer, implies that workers perceive a sense of autonomy and decision-making authority in their job. This is consistent with the existing body of work that emphasizes the favorable effects of employee participation in decision-making processes on both job satisfaction and organizational commitment [8]. The involvement of workers in decision-making processes has been shown to have a positive impact on their perception of autonomy and job satisfaction.

Based on a weighted mean of 3.62, indicating a "Strongly Agree" answer, it can be inferred that workers see empowerment efforts as providing them with a feeling of ownership and accountability. This finding aligns with previous studies that highlight the correlation between empowerment, ownership, and heightened dedication towards organizational objectives [30]. The concept of ownership is associated with the development of a heightened feeling of responsibility and dedication.

The calculated weighted mean of 3.40, which corresponds to a "Strongly Agree" answer, implies that workers see themselves as having the necessary autonomy to undertake projects without being burdened by excessive approval procedures. This statement is consistent with scholarly research that highlights the significance of minimizing bureaucratic obstacles to encourage employee initiative. The implementation of a policy that gives workers the autonomy to take initiatives fosters a work environment characterized by enhanced agility and innovation.

Based on a weighted mean score of 3.58, which indicates a "Strongly Agree" answer, it can be inferred that workers hold the perception that empowerment is associated with enhanced job satisfaction and motivation. This finding aligns with previous studies that have shown a significant association between empowerment and work satisfaction. Employees that are empowered are more inclined to see their job as meaningful and stimulating.

The company's high weighted mean of 3.65, which corresponds to a "Strongly Agree" answer, implies that there is a significant emphasis on promoting and implementing employee empowerment inside the firm. This is consistent with existing evidence that highlights the significance of organizational support in the effectiveness of empowerment efforts. The active promotion of empowerment plays a significant role in fostering a healthy workplace culture.

3.7. Employee Involvement

Below is a presentation of the data for the Employee Involvement questions:

Table 10.
Leadership Style in Employee Involvement.

Indicators	Weighted Mean	Verbal Description
1. Employees are actively involved in decision-making processes within their teams or departments.	3.42	Strongly Agree
2. Managers seek input and feedback from employees to make improvements in work processes.	3.50	Strongly Agree
3. There are opportunities for cross-functional collaboration and employee involvement in different projects.	3.58	Strongly Agree
4. Employee involvement leads to more innovative and effective solutions.	3.68	Strongly Agree
5. Employees feel a strong sense of belonging and teamwork within the organization.	3.72	Strongly Agree
Grand Mean	3.58	Strongly Agree

Note: Legend: 3.25 – 4.00: Strongly Agree (SA); 2.50-3.24: Agree (A); 1.75-2.49: Disagree (D); 1:00-1.74: Strongly Disagree (SD).

The findings derived from the study conducted on employee involvement provide valuable insights into workers' perceptions of involvement procedures within a specific set of enterprises operating in the startup sector in the Philippines.

The calculated weighted mean of 3.42, which corresponds to a "Strongly Agree" response, implies that workers perceive themselves as being actively engaged in decision-making processes. This statement aligns with existing research that highlights the positive effects of employee participation on both job satisfaction and organizational commitment. The

active engagement of workers in decision-making has been shown to positively influence their perception of ownership and their level of commitment.

Based on a weighted mean of 3.50, indicating a "Strongly Agree" response, it is evident that workers perceive managers as actively soliciting advice and feedback for the purpose of implementing changes. This finding aligns with other research emphasizing the importance of employee input in driving continuous improvement efforts [7]. Encouraging employee participation facilitates the development of a corporate environment that prioritizes ongoing improvement.

The calculated weighted mean of 3.58, which corresponds to a "Strongly Agree" response, suggests potential opportunities for cross-functional cooperation and participation. This statement aligns with existing research that emphasizes the benefits of cross-functional collaboration in fostering creativity and facilitating effective problem-solving [1]. The active participation of individuals from many functional areas enhances the range of viewpoints and fosters the development of innovative solutions.

Based on a weighted mean score of 3.68, indicating a "Strongly Agree" response, it can be concluded that workers believe that active participation contributes to the development of new and successful solutions. This finding aligns with previous studies that have demonstrated a positive correlation between employee engagement and organizational creativity. Active participation fosters an environment conducive to the development of innovative ideas and effective approaches to addressing challenges.

The substantial weighted mean of 3.72, which corresponds to a "Strongly Agree" response, implies that workers possess a strong perception of camaraderie and collaboration within the organization. This assertion is consistent with scholarly research that highlights the positive influence of employee engagement on both organizational culture and team dynamics [10]. The active participation of employees contributes to the development of a cooperative and unified work atmosphere.

3.8. Effects of Leadership Style

The comprehensive perspective on the organizational dynamics within the selected organizations in the Philippine startup sector is provided by data gathered from the study on productivity, emotional labor, employee satisfaction, and organizational culture.

3.8.1. Productivity

Table 11.
Effects of Leadership Style on Productivity.

Indicators	Weighted Mean	Verbal Description
1. The current leadership style positively contributes to overall productivity in the organization.	3.55	Strongly Agree
2. Under the current leadership, work processes are efficient and result in increased productivity.	3.62	Strongly Agree
3. Employees are motivated to perform at their best under the current leadership style.	3.48	Strongly Agree
4. There is a clear link between the leadership style and increased output and efficiency.	3.60	Strongly Agree
5. The leadership style encourages innovation and creative problem-solving, leading to improved productivity.	3.68	Strongly Agree
Grand Mean	3.59	Strongly Agree

Note: Legend: 3.25 – 4.00: Strongly Agree (SA); 2.50-3.24: Agree (A); 1.75-2.49: Disagree (D); 1:00-1.74: Strongly Disagree (SD).

The collected feedback regarding productivity reflects a favorable impression of the influence of leadership style on the overall productivity of the company. Employees recognize the effectiveness of work procedures and are motivated to perform optimally. The results are consistent with other research that highlights the significant impact of leadership on improving organizational efficiency [42]. The consensus on the correlation between leadership style and increased productivity, along with the promotion of innovation, suggests that current leadership practices foster an environment conducive to effective work.

Table 12.

Effects of Leadership Style on Emotional Labor.

Indicators	Weighted Mean	Verbal Description
1. Employees experience a high level of emotional labor (e.g., stress, burnout) due to the current leadership style.	2.88	Agree
2. The leadership style leads to a work environment where employees often experience emotional strain.	2.95	Agree
3. Emotional labor is well-managed, and employees receive support to cope with its effects.	3.45	Strongly Agree
4. The leadership style promotes a healthy work-life balance, reducing emotional labor among employees.	3.62	Strongly Agree
5. Emotional labor is minimal, and employees generally experience positive emotions in the workplace.	3.75	Strongly Agree
Grand Mean	3.33	Strongly Agree

Note: Legend: 3.25 – 4.00: Strongly Agree (SA); 2.50-3.24: Agree (A); 1.75-2.49: Disagree (D); 1:00-1.74: Strongly Disagree (SD).

3.8.2. Emotional Labor

The findings pertaining to emotional labor reveal a varied view among workers. Although there are differing perspectives on the extent of emotional work and emotional strain, there is a consensus that effective management of emotional labor is widely acknowledged. The leadership style is often seen as facilitating a favorable balance between work and personal life, reducing emotional stress, and cultivating a positive emotional atmosphere within the organizational setting. The aforementioned studies demonstrate the importance of proficient leadership in alleviating adverse emotional encounters within the workplace [5]. The research emphasizes the need for effectively managing emotional labor, which is consistent with the recognition of leadership's role in establishing a work climate that fosters support [18].

3.8.3. Employee Satisfaction

Table 13.

Effects of Leadership Style on Employee Satisfaction.

Indicators	Weighted Mean	Verbal Description
1. Overall, employees are satisfied with their work environment and leadership style.	3.68	Strongly Agree
2. The current leadership style contributes to a high level of job satisfaction among employees.	3.70	Strongly Agree
3. Employees feel valued and supported, leading to increased satisfaction with their roles.	3.62	Strongly Agree
4. Job satisfaction is positively influenced by the leadership style, resulting in employee retention.	3.65	Strongly Agree
5. The leadership style promotes a culture of employee satisfaction and well-being.	3.72	Strongly Agree
Grand Mean	3.67	Strongly Agree

Note: Legend: 3.25 – 4.00: Strongly Agree (SA); 2.50-3.24: Agree (A); 1.75-2.49: Disagree (D); 1:00-1.74: Strongly Disagree (SD).

3.8.4. Employee Satisfaction

The findings pertaining to employee satisfaction demonstrate a mostly favorable outlook. The employees exhibit a notable degree of contentment with their work environment and ascribe this contentment to the prevailing leadership style. The perception of value and support from organizational leaders is a significant factor that contributes to higher levels of satisfaction among employees, ultimately leading to better retention rates. The results of this study are consistent with other research that highlights the significant connection between leadership behaviors and employee happiness [9]. The promotion of a leadership style that fosters a culture of employee contentment and well-being underscores the importance of a healthy work culture in achieving organizational success.

3.9. Organizational Culture

Table 14.
Effects of Leadership Style on Organizational Culture.

Indicators	Weighted Mean	Verbal Description
1. The current leadership style shapes a positive and inclusive organizational culture.	3.55	Strongly Agree
2. Employees feel a strong sense of belonging and alignment with the values of the organization.	3.62	Strongly Agree
3. The leadership style fosters an organizational culture that values diversity and teamwork.	3.68	Strongly Agree
4. There is a strong connection between the leadership style and the organization's culture and values.	3.60	Strongly Agree
5. The leadership style actively promotes a culture of innovation and continuous improvement within the organization.	3.75	Strongly Agree
Grand Mean	3.64	Strongly Agree

Note: Legend: 3.25 – 4.00: Strongly Agree (SA); 2.50-3.24: Agree (A); 1.75-2.49: Disagree (D); 1:00-1.74: Strongly Disagree (SD).

The empirical evidence pertaining to corporate culture indicates a consistently favorable impression held by workers. The leadership style is often seen as crucial in cultivating a constructive, all-encompassing, and forward-thinking company culture. Employees have a profound feeling of affiliation and congruence with the core principles and beliefs of the firm. The research has emphasized the significance of leadership in building organizational culture, particularly in relation to encouraging diversity, cooperation, and continuous improvement [19]. The proactive cultivation of an environment that fosters innovation demonstrates the leadership's dedication to effectively adapting and thriving within a rapidly evolving sector.

3.10. Proposed Strategic Leadership Plan

The strategic leadership plan presented below is crafted in response to the comprehensive findings of the study on leadership style, productivity, emotional labor, employee satisfaction, and organizational culture within the selected companies in the Philippine startup industry.

Table 15.
Proposed Strategic Leadership Plan.

Plan	Strategies	Activities	Resources Needed	Responsible Office/Unit	Timeline
Enhancing Productivity	1. Implement a structured goal-setting process to align individual and team objectives with organizational goals.	- Conduct workshops on goal-setting techniques.	- Facilitators, training materials	Human Resources Department	6 months
	2. Introduce regular feedback mechanisms to identify and address inefficiencies in work processes.	- Establish a feedback system for continuous improvement.	- Feedback tools, communication channels	Operations Management Team	Ongoing
	3. Foster a culture of innovation by encouraging employees to contribute ideas for process improvement.	- Launch an innovation platform for idea submission.	- Innovation platform, recognition programs	Innovation Committee	Ongoing
Managing Emotional Labor	1. Provide training on emotional intelligence and stress management for both leaders and employees.	- Organize workshops on emotional intelligence.	- Trainers, training materials, venue	Learning and Development Department	3 months
	2. Establish a support system for employees to cope with emotional labor, including counseling services and stress-relief activities.	- Introduce counseling services and wellness programs.	- Counseling professionals, wellness program resources	Employee Assistance Program	Ongoing

Employee Satisfaction Enhancement	1. Implement a comprehensive employee recognition program to acknowledge and reward outstanding contributions.	- Develop and launch an employee recognition program.	- Recognition budget, communication channels	Employee Engagement Committee	Ongoing
	2. Conduct regular employee satisfaction surveys to gather feedback and identify areas for improvement.	- Administer surveys and analyze results.	- Survey tools, data analysis tools	HR and Organizational Development Team	Bi-annual
Shaping Organizational Culture	1. Reinforce organizational values through consistent communication and integration into daily operations.	- Develop communication plans for value reinforcement.	- Communication channels, branding materials	Corporate Communications Department	Ongoing
	2. Establish diversity and inclusion initiatives, including training programs and mentorship opportunities.	- Design and implement diversity and inclusion programs.	- Training resources, mentorship program structure	Diversity and Inclusion Committee	Ongoing
	3. Promote continuous learning and improvement through knowledge-sharing platforms and regular skill development sessions.	- Launch learning platforms and organize skill development sessions.	- Learning platforms, training resources, facilitators	Learning and Development Department	Ongoing

4. Discussion

This study's results revealed significant relationships between leadership style and various organizational outcomes among startup managers in the Philippines. Transformational leadership characteristics were found to be prevalent among high-performing managers, corresponding with greater employee engagement and organizational citizenship behavior (OCB). Managers who were actively involved in decision-making, communicated transparently, and demonstrated genuine concern for employees tended to lead teams that exhibited higher levels of citizenship behaviors and job satisfaction.

In contrast, those identified with laissez-faire tendencies led teams that experienced frustration and lower cohesion. These passive leadership behaviors were linked to diminished morale and unresolved conflict within the teams. Emotional labor management also emerged as a notable theme. Managers who recognized and supported employees' emotional challenges had staff who were more content and committed to their work. This suggests that when leaders address emotional needs by offering support, modeling constructive ways to cope, or simply validating the pressures employees face, the emotional toll of labor can be reduced, resulting in better morale and reduced turnover.

Furthermore, the study indicated that teams under relational and empowering leaders were more innovative and displayed stronger conflict resolution abilities. This finding supports the idea that a trusting and inclusive climate fosters creativity and effective collaboration. The positive correlation observed between transformational leadership and OCB reinforces the importance of leadership behaviors that emphasize attitudinal support and relational reciprocity. Even in fast-paced, growth-oriented environments like startups, employees appear to respond positively to inspiring and supportive leadership by demonstrating greater commitment and extra-role efforts.

This study also observed that transformational leadership remains effective in culturally specific contexts. In the Philippine setting, where employees tend to value a leadership style that combines authority with personal care, high-OCB teams were often led by managers who embodied these traits. Such leaders were perceived not only as competent but also as caring, demonstrating the value of integrating cultural understanding in leadership development.

Emotional labor was further identified as a key factor influencing employee well-being. Employees who perceived their managers as understanding of their emotional demands and who received tangible support reported higher levels of satisfaction. Leaders who encouraged brief breaks, demonstrated patience, and modeled emotionally intelligent behavior created environments in which emotional labor became a manageable challenge rather than a source of burnout. Teams led by compassionate managers were visibly more positive and engaged, underscoring the growing importance of emotionally intelligent and compassionate leadership in today's workplaces.

The findings also pointed to the impact of leadership style on productivity and innovation. Transformational and relational leadership styles were linked not only to enhanced satisfaction and OCB but also to higher performance

outcomes. Teams led by these managers showed greater productivity and generated more creative solutions to work-related problems. Managers who empowered their teams to take initiative and share ideas contributed to process improvements and product development. Conversely, laissez-faire leadership was associated with poor productivity and unresolved team conflicts, highlighting the detrimental effects of leadership inaction.

Another important insight from the study was the connection between leadership and employee retention. Teams that reported higher satisfaction, often those led by transformational leaders, also exhibited lower turnover intentions. Employees were more likely to stay when they felt valued, supported, and inspired by their leaders. For startups operating in competitive labor markets, cultivating a leadership culture that promotes employee satisfaction can be a strategic asset in retaining top talent.

5. Conclusion

1. The research provides important demographic information that is valuable for strategic human resource management. The focus on the 35-54 age bracket among managers highlights the need to maintain seasoned leaders, while the prevailing male composition indicates the necessity for continuous efforts to attain gender parity. Moreover, the high occurrence of advanced degrees emphasizes the need for customized training programs that guarantee compliance with department-specific criteria and contribute to a workforce that is both diverse and highly competent.
2. The research highlights essential leadership qualities that strongly connect with the group of managers. These include a leadership approach distinguished by proactive participation in decision-making, open and clear communication, proficient conflict resolution, and a dedication to empowering and engaging personnel. The mentioned leadership qualities are in accordance with the concepts of visionary, empowering, inclusive, caring, and ethical leadership. These values highlight the significance of trust, cooperation, and ethical standards in management activities.
3. The research revealed that the relational leadership style has a considerable impact on several organizational elements. It has a beneficial impact on overall productivity, effective conflict resolution, and creativity. The management effectively handles emotional labor, providing help to workers in dealing with its impact. The leadership style furthermore cultivates a favorable and all-encompassing company culture, molding a work atmosphere in which individuals exhibit elevated contentment, hence enhancing employee retention.
4. The suggested strategic leadership strategy, based on relational leadership concepts, seeks to further improve employee engagement. The strategy aims to promote cooperation, creativity, and empowerment by actively participating in decision-making, enhancing communication channels, and implementing coaching and mentoring programs. Acknowledging and rewarding the efforts made by employees will be essential in maintaining a favorable organizational culture, guaranteeing ongoing achievements in productivity, employee contentment, and overall organizational efficiency.

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