

Impact of Employees' Participation and Leadership Styles as A Change Management Factor on Employees' Retention in Selected Beverage Companies in Ado-Odo/ Ota Local Government Area, Ogun State

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Article History	Abstract
Original Research Article	<p><i>The study examined the effect of change management factors on employee retention in the beverage companies in Ogun State. Specifically, the study examined the effects of employees' participation in decision-making on employees' retention; ascertained the effects of leadership styles on employees' retention in the beverage companies in Ado/Odo-Ota, Ogun State, Nigeria. The quantitative research design was adopted, and a questionnaire was adopted to solicit information from the respondents from the selected companies. Two research hypotheses were formulated and regression analysis was used to test the stated hypotheses at a 5% level of significance. The findings of research hypothesis one revealed that employees' participation in decision-making has a positive and significant effect on employee retention in the beverage companies. In addition, the findings of research hypothesis two indicated that leadership style has a significant effect on employee retention in the beverage companies in the study area. From the findings, the study concluded that change management practices affect employee retention in the selected beverage companies in Ogun State. On that note, it is recommended that the management of the selected beverage companies should enhance employee engagement in decision-making to increase the degree of employee retention in the companies.</i></p> <p>Keywords: <i>Employees' Participation, Leadership Styles, Change Management, Employees' Retention.</i></p>
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1.0 INTRODUCTION

Nigeria's industrial sector is dealing with several challenges, such as growing competition from international businesses, increased operating expenses, government policies and labour shortages (Makinde et al., 2024). Manufacturing companies must be able to evolve swiftly and successfully in order to stay competitive. This calls for an effective change management procedure that may assist staff in embracing novel approaches to work.

A substantial corpus of study has investigated change management and its role in promoting employee retention under stable and enduring organizational contexts (Akinwalere et al., 2025). In today's world, where technology is changing quickly and new ideas are always coming out, good change management is necessary for

people to do their jobs well and keep up with the changing needs of the firm (Ahmadi, 2024). People generally agree that organizational change is an ongoing and inescapable process. The Society for Human Resource Management (2015) says that change management is a planned process that uses the right tools, knowledge, and resources to make transitions go well. Leadership responsibilities in strategic management, including as planning, coordination, communication, assessment, motivation, and delegating, are crucial in determining employees' readiness and ability to adapt to continuous organizational changes and innovation efforts (Akihiwu, 2025). Change management is a series of changes and growth processes within an organization that are meant to make it more efficient and effective (Aalbers, 2025).

Across many organizations, management restructuring and operational changes have become increasingly common. Wanza and Nkuraru (2016) said that African firms have seen significant transformations due to institutional expansion, especially in higher education institutions, necessitating staff to adapt to various change-related challenges (Chirisa, 2024). Leadership transitions also seem to have a big effect on how well organizations do in Nigeria, since leaders often start strategic reforms and operational changes that affect how long employees stay with the company and how well the company does overall (Awashreh, 2025). Leadership, as a core management function, involves guiding and directing individuals or groups toward the achievement of predetermined objectives (Ibrahim & Daniel, 2019). As a result, organizational leadership transformation includes managerial skills, the ability to articulate a vision, the ability to handle conflict, and the ability to overcome resistance while encouraging acceptance of new directions and processes (Afandi et al., 2021). It also means being able to get people to commit, get resources moving, and build a base that will help the organization change. Picione and Lozzi (2021) say that a change in leadership can be a big change or a small one that moves an organization from its current state to a new balance or better working conditions.

Retention is intimately linked to employee performance because a firm needs skilled and experienced workers to keep going (Sismiati et al., 2025). Losing competent individuals can make a company less effective by lowering the quality of service, making the workforce less diverse, and diminishing the morale of the remaining employees (Hurd, 2025; Lee et al., 2018). Retention techniques are essential for maintaining productivity, operational efficiency, and overall performance outcomes (Zehra, 2025). Banerjee (2019) pointed out that poor retention tactics could hurt customer happiness, sales, and profits. Additionally, human resource policies that do not foster employee engagement or create conducive working conditions frequently lead to elevated voluntary departure rates within firms (Li et al., 2021).

Manufacturing businesses may increase employee retention rates and keep employees engaged by addressing these issues and putting plans in place to boost pay, job satisfaction, career development, and work-life balance (Sawitri, 2024). Employee retention is also a significant concern for Nigerian manufacturing enterprises (Ifeanyi & Mbah, 2025). Turnovers' high cost can be draining. In addition to depleting resources, the high cost of turnover can result in the loss of institutional expertise (Owusu et al., 2025). Manufacturers must establish a welcoming workplace that provides competitive pay and benefits, room for advancement, and a feeling of community in order to

keep personnel (Muppidi, 2025).

The paper also list several variables that may affect how well change management works in Nigeria's manufacturing sector. These elements include a modification in leadership expectations for performance and productivity measurements, the degree of management support for the change management plan, employee participation in the change for the new approach of labouring. The conclusions of this dissertation serve as a guide with practical applications for Nigerian producers. By employing effective change management methods, firms may increase their chances of retaining personnel and remaining competitive in the global market.

2.0 EMPIRICAL REVIEW

Empirical studies have examined the influence of employees' participation and leadership styles as change management factors on employees' retention. Findings generally indicate that participative practices and supportive leadership styles enhance employee commitment and reduce turnover. Studies relating to this current study are discussed in this section.

Malik et al. (2025) find that AMO-enhancing HR practices significantly improve talent retention in the Indian hospitality industry, with employee engagement acting as a partial mediator and transformational leadership strengthening the engagement-retention link. The research showed that there are limited generalizability beyond the hospitality sector and Indian context, cross-sectional design limits causal and long-term insights, while other leadership styles and organizational factors remain underexplored.

Kossyva (2024) examines talent retention in knowledge-intensive service firms by analyzing how HRM practices influence employee turnover intention through knowledge management, change management, and employee engagement. Using structural equation modeling on survey data from 168 employees across six European countries, the study finds that the integration of HRM with KM and CM enhances employee engagement, thereby reducing turnover intention. However, the study is limited by its small, cross-sectional sample, reliance on self-reported data, and focus on turnover intention rather than actual turnover. In addition, its European service-sector context limits generalizability, and the absence of moderating factors such as leadership style or organizational context suggests the need for broader, longitudinal, and context-specific research.

McLaren (2024) shows that change communications that enhance employee self-worth increase support for organizational change. However, the cross-sectional design, reliance on perceptions rather than behavioral outcomes, and lack of integration with leadership or HRM

factors limit broader applicability.

Meas et al. (2024) finds that democratic and transformational leadership enhance retention, whereas laissez-faire leadership reduces retention in public organizations. However, the study is context-specific and does not integrate change management or employee engagement factors.

Asianab (2023) shows that leadership style has a significant positive effect on employee retention, with effective leadership reducing turnover and increasing job satisfaction. The study highlights that modern job mobility has made retention a key organizational challenge. The research showed that there are limited empirical and longitudinal evidence, unclear impact of specific leadership styles and insufficient consideration of contextual factors (e.g., industry, culture, remote work).

Katsaros (2022) shows that inclusive leadership increases employee change participation through workplace belongingness, with meaning-making strengthening this effect. However, the study's single-firm EU context and limited scope exclude other leadership styles and organizational factors, limiting generalizability and calling for broader, multi-context research.

Wikhamn (2022) examines how different forms of employee participation affect job satisfaction in Swedish SMEs, finding that work-role participation has the strongest positive effect, while firm exploration moderates these relationships. However, the study is limited to SMEs in one country, focuses on job satisfaction only, and does not examine outcomes such as engagement or turnover, suggesting the need for broader and cross-contextual research.

Zainab (2022) finds that transformational leadership and transparent communication increase employees' openness to change through organizational trust, with change-related self-efficacy strengthening the leadership–openness link. However, the study is limited to Pakistan's banking sector, relies on self-reported cross-sectional data, and does not examine broader outcomes such as engagement or retention, limiting its wider applicability.

Emil and Hamza (2022) find that employee participation in decision-making positively influences organizational citizenship behavior through affective commitment. However, the study does not link participation to change-related outcomes or employee retention, limiting its relevance to change management contexts.

Ming et al. (2021) find that directive and servant leadership significantly predict employee retention in the hotel industry. However, the single-industry, single-location focus and lack of mediating or contextual variables limit

broader applicability.

Eva et al. (2021) did a meta-analysis and found that servant leadership emphasis on employee growth and community fosters strong affective commitment, which is an effective antidote to attrition during disruptive change. Servant Leadership has received strong empirical backing for retention.

Jacqueline and Nafula (2021) report that participative leadership has a strong positive effect on employee retention in Kenya's telecom sector, while directive leadership shows a weaker effect. However, the study does not consider psychological or change-related mediators influencing retention.

Appanah and Pillay (2020) examined how leadership styles affect millennial performance and retention in a South African manufacturing firm, finding that coaching, commanding, and visionary leadership support retention. However, the qualitative single-case design, very small sample, and lack of tested mediating mechanisms limit generalizability.

Cerutti et al., (2020) study shows that transformational leadership combined with rational decision-making strongly predicts employees' intention to remain. However, it does not examine change-related variables or organizational mechanisms that explain how retention occurs.

Almaaitah et al. (2017) through review argues that HR practices and leadership styles jointly influence employee retention, drawing on Herzberg's two-factor and social exchange theories. However, its conceptual nature, sector-specific focus, and absence of empirical validation highlight the need for data-driven, multi-context studies.

Ng'ethe et al. (2012) in their study finds that leadership style significantly and inversely influences academics' intention to leave public universities in Kenya. However, it focuses narrowly on intention to leave and does not examine intervening variables such as engagement, trust, or participation.

3.0 METHODOLOGY

Area of Study

This study covered OPIC Agbara, the Ota Industrial Estate, and Coca Cola industrial area, all within the Ado/Odo-Ota Zone of the State to infer an area of knowledge on Change Management and how it affects employee retention in an organization.

Research Design

To investigate the effect of change management on employee retention in manufacturing companies in Ogun State, Nigeria, a quantitative research approach was used. A cross-sectional

survey design was employed to collect data from a sample of employees in manufacturing companies in Ado/Odo-Ota, Ogun State.

Population of the Study

This study's population consists of workers from Senior Management, Supervisors and lower level staff of Four

selected Beverages Company in Ado/Odo-Ota, Ogun State, Nigeria comprising of two thousand, eight hundred and thirty workers (2830) randomly selected staff from these manufacturing firms within Ado/Odo-Ota Zone of Ogun State.

Table 3.1: Number of Staff in the four selected Food and Beverage Companies

S/N	Beverage company	Population
1	Cway Foods Limited	740
2	International Distilleries Limited	698
3	Nigeria Breweries PLC	782
4	Nigeria Distilleries Limited	610
TOTAL		2830

Source: Authors Field Survey

Sample Size and Sampling Techniques

The sample size of the study will be determined using the Taro Yamani sample size determination formula as shown below.

$$\text{Sample size (n)} = n = \frac{N}{1+N(e)^2}$$

Where;

n = sample size; N = population; 1 = constant; E = Margin of safety or error margin (5%)

$$n = \frac{2830}{1 + 2830 (0.05)^2} \quad n = 350$$

Table 3.2 Sample Distribution of Questionnaires

Beverage company	Population	Proportion in % (Y) $\frac{y}{N} \times 100$	Sample size (b) $\frac{Y}{100} \times B$
C-way foods limited	740	26	91
International Distilleries	698	24	84
Nigeria Distilleries Limited	610	22	77
Nigeria Breweries plc	782	28	98
Total	2830	100	350

Source: Authors Field Survey

Research Instrument

The questionnaire as an instrument was crafted and deployed to collect primary data about the research topic "Change Management and Employees Retention in Selected Manufacturing Industry in Ado/Odo-Ota, Ogun State."

The questionnaire was administered using a 5-point Likert scale, with responses ranging from 'Strongly

disagreed' (1) to 'Strongly agreed' (5). The survey instrument sought to investigate, among other things, the effects of variables such as change management strategy, employees' participation and leadership change on employees' retention.

Validity Research Instrument

Validity is the foundation for determining if researchers are measuring what they want to measure, as Drost (2011)

explains. It is concerned with the significance of study components. Similarly, Mugenda and Mugenda (2003) state that data-collecting tools are considered legitimate when they can gather information under the goals and measure the things they were designed to assess to draw relevant conclusions. Given that, an instrument's validity depends on how well-suited and representative its items are for measuring the characteristics of the research. In the

current study, content validity is most appropriate to assess the validity of the research instrument.

Reliability of Research Instrument

The reliability test is concerned with the consistency of the research instrument. Table 3.3 indicates the Cronbach's Alpha coefficient of the research constructs.

Table 3.3 Cronbach's Alpha Test Results

Variables	Alpha Coefficients
Employee Participation	0.94
Leadership Style	0.87
Employee Retention	0.95

Source: Authors Field Survey

From Table 3.3, All the alpha coefficients for all the constructs were greater than 0.70 and it suggests that the research instruments were good, reliable, and consistent.

impact of the explanatory variables on the explained variable.

Model Specification

Based on the objectives of the study, the model adopted in this study is specified as follows:

$$ER = (EP, L) \dots \dots \dots (1)$$

Econometrically, we express equation 1 as follows;

$$ER = \beta_0 + \beta_1 L + \mu \dots \dots \dots (2)$$

$$ER = \alpha_0 + \alpha_1 EP + \mu \dots \dots \dots (3)$$

Where,

ER = Employee Retention; L= leadership style; EP = Employee Participation; β_0 and α_0 = the intercept term; β_1 and α_1 = the coefficient of the independent variables

4.0 DATA PRESENTATION AND ANALYSIS

This chapter section presents the data analysis and consists of two sections. While section one presented the descriptive analysis of the research constructs, section two contained the inferential statistics (Testing of research hypotheses).

Response Rate

In a survey study that involved collecting large data from the respondents, it was suggested by the research scholars that computation of response rate is necessary (Draugalis, Coons & Plaza, 2008). The response rate must be sufficient to enable generalizing the results to the target population (Draugalis, et al., 2008). The rate is calculated as the number of returned questionnaires divided by the total sample who were sent the survey initially. In the current study, a total number of 350 questionnaires were administered to the staff of the selected manufacturing companies in the study area, 280 questionnaires representing 80% were correctly filled and returned. Comparing the response rate with the 70% suggested by Mugenda and Mugenda (2003) as appropriate, the obtained response rate is high enough. This suggested that the questionnaire retrieved could be used for further analysis.

Method of Data Analysis

Descriptive and Inferential Statistics were used to examine the data collected for this research. Descriptive statistics is the practice of applying and evaluating descriptive statistics, which are summary statistics that quantitatively characterise or summarise aspects of a data collection. To provide answers to the study's questions, the collected data was analysed using regression analysis to determine the

Table 4.1: Response Rate Distribution

Questionnaires	Number	Percentage (%)
Retrieved	281	80
Un-retrieved	69	20
Total	350	100

Source: Authors Field Survey

Table 4.1 revealed the response rate of the administered questionnaire to the staff of the manufacturing companies in the study area. Therefore, further analysis is based on the number of the returned questionnaire, which is 281 (80%).

Descriptive Statistics

Following the research questions this section presents the descriptive analysis of the research constructs. Both mean and standard deviation were used for the analysis as shown therein.

Table 4.2 Employee Participation

Statements	Mean	Std. Dev
I have opportunities to provide feedback and input on proposed changes in the manufacturing process to strengthen retention.	4.21	0.43
My ideas and suggestions were actively considered during the change planning and implementation stages which necessitated my decision to stay.	3.96	1.47
My team is involved in identifying potential challenges and solutions related to change initiatives in my decision.	3.87	1.94
I feel empowered to take ownership and make decisions within the scope of my role during change implementations towards retention.	4.01	0.37
My participation in change projects increases my sense of belonging and contribution to the company retention policy.	3.88	1.94
Grand Mean	3.98	1.20

Source: Authors Field Survey

A construct of change management considered was employee engagement and the respondents' opinions were indicated in Table 4.2. The highest mean value was 4.21 with a corresponding standard deviation of 0.43. Deductively from the mean value, it implies that the respondents agreed with the statement that "I have opportunities to provide feedback and input on proposed changes in the manufacturing process to strengthen

retention". In stark contrast, the lowest mean value was 3.87, which implies that the respondents agreed with the "My team is involved in identifying potential challenges and solutions related to change initiatives in my decision". On the aggregate, the mean value of 3.98 it implies that the respondents agreed on the relevance of employee engagement in change management in the company in focus.

Table 4.3 Leadership Style

Statements	Mean	Std. Dev
Leaders demonstrate their commitment to the success of the change initiatives thereby helping my decision to stay.	4.01	0.32
Leaders proactively address employee concerns and anxieties throughout the change process to allow for the decision to stay.	3.93	1.46
Leaders effectively lead by example, adopting new practices and technologies alongside employees.	4.15	0.69
Leaders communicate a clear vision for the future of the company after the change implementation which helps in deciding to stay.	4.40	0.41
Leaders inspire trust and confidence in their ability to guide the company through change successfully.	3.82	1.98
Grand Mean	4.06	0.94

Source: Authors Field Survey

Leadership change was another change management construct as indicated in Table 4.3. The highest mean value was 4.40 with a corresponding standard deviation of 0.41.

With the values, it implies that the respondents agreed with the statement that "Leaders communicate a clear vision for the future of the company after the change implementation

which helps in deciding to stay". However, the lowest mean value was 3.82 with a corresponding standard deviation of 1.98. Therefore, it revealed that the respondents agreed with the statement that "Leaders inspire trust and confidence in

their ability to guide the company through change successfully: Furthermore, the grand mean value of 4.06 and corresponding standard deviation revealed that leadership change is a cursor for change management.

Table 4.4 Employee Retention

Statements	Mean	Std. Dev
I believe this organization offers me the chance to develop.	4.23	0.44
When we work together to accomplish our goals, I am content and joyful.	3.83	1.41
I feel valued for the effort I put into the business.	4.40	0.41
Working alongside my teammates makes me feel at ease.	3.72	1.76
My boss appreciates my opinions.	3.80	1.93
Grand Mean	3.99	1.19

Source: Authors Field Survey

Employee retention is the dependent variable in the study and the respondents' opinions are detailed in Table 4.4. Using the grand mean value of 3.99 with a corresponding standard deviation of 1.19 indicated that the respondents agreed with the working conditions in the company and felt accomplished.

Testing of Research Hypotheses

This section presents the research hypotheses testing. The two research hypotheses were tested using a regression model at a 5% level of significance.

Hypothesis One

Employees' Participation and Employees' Retention

The first research objective sought to examine the effects of employees' participation in decision-making on employees' retention in the manufacturing industry in Ado/Odo-Ota Ogun State, Nigeria. In line with the research objective, the corresponding null hypothesis was stated as follows;

H₀₁: Employees' participation in decision-making has no significant effect on employee retention in the manufacturing industry in Ado/Odo-Ota, Ogun State, Nigeria.

Table 4.5. Regression Outputs for Research Hypothesis One

Parameters	Value of the Parameters
α_1	0.052
R^2	0.919
t-test	38.975
t (P-value)	0.000
F -test	1519.073
F (P-value)	0.000

Source: Authors Computation

Table 4.5 reveals the regression output for research hypothesis one. As indicated in the output, the beta value of the independent variable (Employees' participation in decision-making) is positive with a value of .057. This implies that an increase in employee participation increases the level of employee retention. In addition, the t-value of 38.975 with a corresponding P -value of .0000 implies that employee participation in decision-making has a significant effect on employee retention at a 5% level of significance.

Furthermore, the R-squared (R^2) of .919 representing 92 percent revealed that the variation in employee retention is explained by employees' participation in decision-making.

The remaining 8% was explained by other factors outside the model.

Likewise, the overall significance of the model as indicated by F-test $F = 1519.073$ with a corresponding P -value < 0.05 revealed that the model is statistically significantly different from zero. Therefore, the model is fit and reliable.

Decision

Deductively from the regression output for research hypothesis one ($\alpha_1 = .052$; $R^2 = .919$; $t = 38.975$; $F = 1519.073$; $P -value < 0.05$), it can be inferred that the null hypothesis that employees' participation in decision-

making has no significant effect on employees' retention cannot be accepted. By rejecting the null hypothesis and accepting the alternative hypothesis, it can be concluded that employees' participation in decision-making has a positive and significant effect on employee retention in the manufacturing industry in the study area.

Hypothesis Two

Leadership Style and Employees' Retention

The second research objective was to ascertain the effects of leadership styles on employee retention in the

manufacturing industry in Ado/Odo-Ota, Ogun State, Nigeria. The corresponding research hypothesis of the objective becomes;

Ho₂: *Leadership styles have no significant effect on employee retention in the manufacturing industry in Ado/Odo-Ota, Ogun State, Nigeria.*

Table 4.6. Regression Outputs for Research Hypothesis Two

Parameters	Value of the Parameters
β_1	0.057
R^2	0.860
t-test	28.212
t (P-value)	0.000
F -test	795.943
F (P-value)	0.000

Source: Authors Computation

Table 4.6 shows the regression output for research hypothesis two. The beta value of the independent variable (Leadership styles) is positive with a value of .057. This implies that an increase in adopting a leadership style leads to an increase in the level of employee retention. In addition, the t-value of 28.212 with a corresponding P - value of .0000 implies that leadership styles have a significant effect on employee retention at a 5% level of significance.

Furthermore, the R-squared (R^2) of .860 representing 86 per cent revealed that the variation in employee retention is explained by leadership style and the remaining 14% was explained by other factors outside the model.

The overall significance of the model as indicated by F-test $F = 795.943$ with a corresponding P -value < 0.05 revealed that the model is statistically significantly different from zero. Therefore, the model is fit and reliable.

Decision

From the regression output for research hypothesis one ($\beta_1 = .057$; $R^2 = .860$; $t = 28.112$; $F = 795.943$; $P\text{-value} < 0.05$), it can be inferred that the null hypothesis cannot be accepted. By rejecting the null hypothesis and accepting the alternative hypothesis, it can be concluded that leadership style has a significant effect on employee retention in the manufacturing industry in the study area.

Discussion of Findings

The finding of research hypothesis one revealed that

employees' participation in decision- making has a positive and significant effect on employee retention in the manufacturing industry. The finding was in tandem with the previous studies by Jiang and Li (2023), Yu (2023), Xie and Jang (2022) and Bauer and Erdogan (2015). In their study, Jiang and Li (2023) indicated that that employee participation initiatives were linked to a 25% decline in the rate of turnover in companies with higher employee participation. Also, in another study, Yu (2023) established evidence of a clear correlation between enhanced wellbeing, engagement, and performance in manufacturing teams and employee involvement in decision-making.

Similarly, Xie and Jang (2022) revealed that that employees' participation in decision-making has a positive and significant effect on employees' retention in the manufacturing industry. In addition, Bauer and Erdogan (2015) indicated that engaging employees in decision-making makes them feel valuable in their respective departments/units, which therefore boosts their morale in working towards the organizational goals and shuns turnover factors or pull factors in other organizations.

Furthermore, the finding of the second research hypothesis established that that leadership style has a significant effect on employee retention in the manufacturing industry. The findings upholds the previous findings by Zhang (2023), Zhang, Jiang and Wang (2023) and Yu (2022). Zhang (2023) revealed that if a boss or head of a department displays a good leadership style, it will encourage the subordinate to be more committed and loyal to the boss and

the organization at large. It is there recommended that a participative style be embedded in the leadership. In addition, Jiang and Wang (2023) maintained the same line of argument as others.

In conclusion, hypothesis one revealed that employees; participation in decision-making had a positive and substantial effect on employee retention in the study region, implying that more employee participation leads to increased retention. This is confirmed by both conflict theory and evolution theory (Oladeji and Ajayi, 2022; Kongi and Richter, 2021; Olaniyan and Olaniyan, 2019). Also, hypothesis two revealed that adopting the proper leadership style will boost employee retention within the stipulated manufacturing business, which was substantiated by (Mangal and Ibrahim (2021), Saritha Group (2021), Binci, Belisari, and Appolloni (2020) regarding functional theory.

5.0 CONCLUSION AND RECOMMENDATION

The study examined the effect of change management practices on employee retention in the manufacturing industry in Ogun State. Specifically, the study examined the effects of employees' participation in decision-making on employees' retention; ascertained the effects of leadership styles on employees' retention; determined the effect of communication on employees' retention and determined the effect of training and support on employees' retention in the manufacturing industry in Ado/Odo-Ota, Ogun State, Nigeria. Adopting regression analysis and testing the research hypotheses at a 5%, level of significance revealed as follows;

First, the study concluded that employees' participation in decision-making has a positive and significant effect on employees' retention in the manufacturing industry. By extension, engaging employees in decision-making makes them feel valuable in their respective departments/units. Therefore, it boosts their morale in working towards the organizational goals and shuns turnover factors or pull factors in other organizations.

Second, the study revealed that leadership style has a significant effect on employee retention in the manufacturing industry. The leadership styles vary and differ from one individual to another individual. However, if a boss or head of a department displays a good leadership style, it will encourage the subordinate to be more committed and loyal to the boss and the organization at large.

Based on the findings and conclusion of the study, the following recommendations are suggested;

- i. Arising from the fact that employees' participation in decision-making affects employees' retention in

the manufacturing industry, it is recommended that the management of the selected manufacturing companies should enhance employee engagement in decision-making. Doing that will increase the degree of employee retention in the companies.

- ii. Based on the fact that leadership style affects employee retention in the manufacturing industry, it is recommended that senior management and lower management should adopt an appropriate leadership style. Displaying a good leadership style will enable the subordinate to be more committed, which will enhance their retention.

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