
Leadership Styles and Employee Motivation Among Filipino Millennial Workers of Private Companies in Calamba City, Laguna

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ABSTRACT

As the contemporary workplace undergoes rapid transformations, the intricate relationship between leadership styles and employee motivation emerges as a pivotal factor for organizational triumph. This correlation gains heightened significance when examining Filipino millennial workers, a group characterized by unique cultural values and aspirations that profoundly influence their professional outlook. The distinctiveness of their perspectives and expectations necessitates a closer examination of how leadership practices intersect with their intrinsic motivations. The research identified the relationship between the level of manifestation of leadership styles and the level of employee motivation among Filipino millennial workers in private companies in Calamba City, Laguna and whether there were significant differences in the assessment of superiors and subordinates on the manifestation of leadership styles and on the level of employee motivation. A total of 472 surveys were collected at random using a researcher-made questionnaire and the model was analyzed and evaluated using the Mean, Standard Deviation, t-test, and Pearson Product-moment Correlation. The findings revealed the existence of a strong positive relationship between the level of manifestation of leadership styles and the level of employee motivation. The findings also conveyed significant differences between the assessment of superiors and subordinates on the manifestation of leadership styles, and on the level of employee motivation. Furthermore, the study proposed a program to further boost employee motivation among Filipino millennial workers.

Keywords: Leadership, employee motivation, Filipino millennial workers, manifestation, motivation

INTRODUCTION

Employee motivation globally was alarmingly low, with a mere 15% of employees expressing a sense of motivation in their workplaces (Urquhart, 2022). This trend underscored a pressing issue that demanded immediate attention, particularly as it stemmed from managerial shortcomings (Urquhart, 2022). In the unique culture of the Philippines, characterized by values such as collectivism and participative decision-making, the challenge of motivating the millennial workforce was further compounded (CFI Team, 2022). Leadership styles wield considerable influence over team dynamics and motivation, with personality, adaptability, and adept handling of challenges being key factors (CFI Team, 2022). Despite the critical importance of this intersection between leadership, motivation, and cultural nuances, there existed a notable gap in research, especially concerning the Filipino millennial workforce.

This research addressed this gap by delving into effective leadership practices that specifically enhanced employee motivation among Filipino millennials. By conducting an in-depth exploration of the relationship between leadership styles and employee motivation, the study shed light on strategies and approaches that resonated with the unique characteristics and preferences of Filipino millennials. With this, the research offered practical insights for leaders and organizations operating in the Calamba City, Laguna to better understand and engage their millennial workforce. Ultimately, the objective was to contribute not only to academic

discourse but also to provide actionable recommendations for enhancing employee motivation among Filipino millennial workforce.

METHODOLOGY

The study used a quantitative research design. It specifically employed a descriptive-correlational approach that examined the relationship between leadership styles and motivation levels. Descriptive methods provided detailed insights into leadership manifestations and employee motivation levels, while correlational analysis explored the strength and direction of their relationship.

A researcher-made questionnaire was utilized to collect primary data from workers in private companies in Calamba City, Laguna, aged 27-42. It consisted of three parts: demographics, assessing leadership styles, and measuring employee motivation factors. The sample comprised 236 supervisory/managerial employees and 236 millennial rank-and-file workers, totaling 472 respondents. Sampling utilized a sample random sampling technique with a 95% confidence level, 5% margin of error, and an expected effect size of 0.15. The sample size calculation was done using the G*Power program.

RESULTS AND DISCUSSION

Table 1.1

Level of Manifestation of Leadership Styles in Private Companies in Calamba City, Laguna in terms of Autocratic Leadership as assessed by Superiors and Subordinates

Indicators in terms of Authoritarian Leadership	Superiors		Subordinates		Composite		Rank
	Mean	VI	Mean	VI	Mean	VI	
▪ The Supervisor/Manager is being unfair in criticizing you based on a misunderstanding.	1.81	SM	1.90	SM	1.86	SM	8
▪ The Supervisor/Manager never makes you feel guilty when making you understand a perspective.	2.47	SM	2.45	SM	2.46	SM	7
▪ The Supervisor/Manager can successfully communicate their own ideas even if they differ from others.	3.33	HM	3.10	M	3.22	M	4
▪ The Supervisor/Manager can overcome challenging problems by exerting sufficient effort.	3.53	HM	3.19	M	3.36	HM	2
▪ Achieving goals and staying focused on them comes naturally to the Supervisor/Manager.	3.51	HM	3.27	HM	3.39	HM	1
▪ The Supervisor/Manager can maintain a composed state of mind when confronted with difficulties because they have confidence in their coping skills.	3.46	HM	3.22	M	3.34	HM	3
▪ The Supervisor/Manager prefers embracing new situations without overthinking potential outcomes in advance.	3.04	M	2.79	M	2.92	M	5
▪ The Supervisor/Manager believes that relying on instinctive reactions to situations is the most effective approach.	2.75	M	2.74	M	2.75	M	6
GENERAL ASSESSMENT	2.99	M	2.83	M	2.91	M	

Legend: 3.26 – 4.00 Always / Highly Manifested (HM), 1.76 – 2.50 Sometimes / Slightly Manifested (SM), 2.51 – 3.25 Often / Manifested (M), 1.00 – 1.75 Never / Not Manifested (NM)

Autocratic Leadership was Manifested (2.91) as to the level of manifestation of leadership styles in private companies in Calamba City, Laguna as assessed by superiors and subordinates. Notably, the Supervisor or Manager exhibited a “highly manifested ability to achieve goals and maintain focus”, securing the highest composite mean of **3.39** verbally interpreted as **Highly Manifested**. Conversely, the lowest mean was observed in the Manager being “unfair towards criticism based on misunderstandings”, having a composite mean of **1.86** verbally interpreted as **Slightly Manifested**.

In conclusion, the assessment of autocratic leadership styles in terms of Dominance, Self-Confidence, and Decisiveness reveals a mixed picture. While opportunities for improvement are identified in communication dynamics, particularly in handling criticism, the leadership of the respondents demonstrates notable strengths in effective communication amidst differences. In support, Kakkar's (2021) discovery that dominance reduced employees' willingness to help. BrightHR (2023) stated unfair treatment drained staff of energy and motivation. Autocratic leaders, per Gray Group International (2023), were assertive decision-makers with a clear vision, limiting dissent. Herrity (2023) highlighted self-confidence's importance for autocratic leaders in making informed decisions under pressure. Cherry (2023) emphasized autocratic leadership's effectiveness in decisive decision-making. Kothari (2023) noted autocratic leaders' ability to provide clear direction and proactive solutions, particularly in crises.

Table 1.2

Level of Manifestation of Leadership Styles in Private Companies in Calamba City, Laguna in terms of Democratic Leadership as assessed by Superiors and Subordinates

Indicators in terms of Democratic Leadership	Superiors		Subordinates		Composite		Rank
	Mean	VI	Mean	VI	Mean	VI	
▪ The Supervisor/Manager gathers input from others before forming their own opinions.	3.37	HM	3.15	M	3.26	HM	10
▪ The Supervisor/Manager pays close attention to the ideas of those who hold different viewpoints.	3.36	HM	3.10	M	3.23	M	11
▪ The Supervisor/Manager doesn't prioritize their own perspective over others' viewpoints.	2.64	M	2.57	M	2.61	M	12
▪ The Supervisor/Manager carefully listens to others' ideas before making decisions.	3.50	HM	3.22	M	3.36	HM	8
▪ The Supervisor/Manager actively seeks feedback from others.	3.47	HM	3.23	M	3.35	HM	9
▪ The Supervisor/Manager believes teamwork is essential.	3.79	HM	3.62	HM	3.71	HM	1
▪ The Supervisor/Manager encourages collaborating in teams as it allows individuals to acquire more knowledge than working alone.	3.70	HM	3.42	HM	3.56	HM	2.5
▪ The Supervisor/Manager appreciates and values the contributions of their team members.	3.72	HM	3.39	HM	3.56	HM	2.5
▪ The Supervisor/Manager treats all their team members as equals within the team.	3.57	HM	3.17	M	3.37	HM	7
▪ The Supervisor/Manager has confidence in the abilities of their teammates.	3.61	HM	3.39	HM	3.50	HM	5.5
▪ The Supervisor/Manager's team are skilled in their respective roles.	3.59	HM	3.41	HM	3.50	HM	5.5
▪ The Supervisor/Manager's team are competent and capable.	3.66	HM	3.42	HM	3.54	HM	4
GENERAL ASSESSMENT	3.50	HM	3.26	HM	3.38	HM	

Legend: 3.26 – 4.00 Always / Highly Manifested (HM), 1.76 – 2.50 Sometimes / Slightly Manifested (SM), 2.51 – 3.25 Often / Manifested (M), 1.00 – 1.75 Never / Not Manifested (NM)

Democratic Leadership was **Highly Manifested (3.38)** level of manifestation of leadership styles in private companies in Calamba City, Laguna as assessed by superiors and subordinates. Notably, the Supervisors demonstrate a highly manifested “belief in the essential nature of teamwork”, securing the highest composite mean of **3.71** verbally interpreted as **Highly Manifested**. Conversely, the lowest mean was observed among the Supervisors “prioritizing their perspectives over others' viewpoints”, having a composite mean of **2.61** verbally interpreted as **Manifested**.

In conclusion, the evaluation of leadership styles in private companies in Calamba City highlights a strong commitment to democratic principles, particularly in participation, collaboration, and trust. Supervisors demonstrate proactive engagement with diverse perspectives, foster collaborative problem-solving, and establish a trusting environment. However, there is room for improvement in ensuring equitable consideration of diverse viewpoints within the democratic leadership style.

Hou (2022) highlighted participative leadership's emphasis on involving employees in decision-making, leveraged diverse perspectives for better decisions. Similarly, Laoyan (2022) noted effective leaders' encouragement of collaboration, fostering inclusivity and creative problem-solving among team members.

Table 1.3

Level of Manifestation of Leadership Styles in Private Companies in Calamba City, Laguna in terms of Situational Leadership as assessed by Superiors and Subordinates

Indicators in terms of Situational Leadership	Superiors		Subordinates		Composite		Rank
	Mean	VI	Mean	VI	Mean	VI	
▪ The Supervisor/Manager is prepared to embrace upcoming changes with an open mind.	3.58	HM	3.29	HM	3.44	HM	1
▪ When faced with a dynamic reality, the Supervisor/Manager is capable of taking the initiative to implement necessary changes.	3.55	HM	3.24	M	3.40	HM	2
▪ The Supervisor/Manager perceives themselves as someone who is adaptable and willing to modify their position accordingly.	3.51	HM	3.24	M	3.38	HM	3
▪ The Supervisor/Manager effortlessly generates alternative approaches and unconventional methods of conduct.	3.31	HM	3.01	M	3.16	M	7
▪ Prior to making decisions, the Supervisor/Manager makes a deliberate effort to consider all perspectives and sides of disagreement.	3.49	HM	3.20	M	3.35	HM	5
▪ The Supervisor/Manager holds the belief that every question or issue has multiple facets, and they actively seek to understand and consider them.	3.52	HM	3.21	M	3.37	HM	4
▪ When the Supervisor/Manager feels upset with someone, they strive to empathize by putting themselves in their shoes.	3.25	M	2.95	M	3.09	M	8
▪ Before offering criticism, the Supervisor/Manager takes a moment to imagine how they would feel if they were in the other person's position.	3.36	HM	3.01	M	3.19	M	6
GENERAL ASSESSMENT	3.45	HM	3.14	M	3.30	HM	

Legend: 3.26 – 4.00 Always / Highly Manifested (HM), 1.76 – 2.50 Sometimes / Slightly Manifested (SM), 2.51 – 3.25 Often / Manifested (M), 1.00 – 1.75 Never / Not Manifested (NM)

Situational Leadership was Highly Manifested (3.30) as to the level of manifestation of leadership styles in private companies in Calamba City, Laguna as assessed by superiors and subordinates. The Managers received the highest rank, securing the top position related to the Manager's "preparedness to embrace upcoming changes with an open mind" with a composite mean of **3.44** verbally interpreted as **Highly Manifested**. On the other hand, the lowest mean score is attributed to the Manager's "attempt to empathize when feeling upset with someone", with a composite mean of **3.09** verbally interpreted as **Manifested**.

In conclusion, The Manager's leadership style demonstrates a balanced perspective on flexibility and empathy. While there's openness to change, there's also room for more proactive initiation of necessary changes. Adaptability is moderately present, with potential for improvement in generating unconventional methods. Empathy in considering various perspectives and addressing issues is evident, although there may be variations in emotionally charged situations. Overall, the Manager shows capacity for adaptability and empathetic leadership, highlighting valuable considerations for refining leadership practices.

In line with Indeed.com (2023), situational leadership involved adapting one's style to current needs, prioritizing flexibility for optimal effectiveness. Similarly, Brower (2021) stressed the importance of empathy for leaders, especially in addressing diverse stressors and promoting mental health in the workplace.

Table 1.4

Level of Manifestation of Leadership Styles in Private Companies in Calamba City, Laguna in terms of Transformational Leadership as assessed by Superiors and Subordinates

Indicators in terms of Transformational Leadership	Superiors		Subordinates		Composite		Rank
	Mean	VI	Mean	VI	Mean	VI	
▪ The Supervisor/Manager creates a positive and uplifting atmosphere that others enjoy being a part of.	3.50	HM	3.22	M	3.36	HM	4
▪ Others have unwavering confidence in the Supervisor/Manager and their abilities.	3.30	HM	3.09	M	3.20	M	11
▪ Being associated with the Supervisor/Manager brings a sense of pride to others.	3.20	M	2.99	M	3.10	M	12
▪ The Supervisor/Manager effectively communicates potential actions and goals using concise and straightforward language.	3.50	HM	3.25	M	3.38	HM	2
▪ The Supervisor/Manager paints compelling and enticing pictures of what you can achieve together.	3.48	HM	3.19	M	3.34	HM	5.5
▪ The Supervisor/Manager supports others in finding purpose and significance in their work.	3.51	HM	3.22	M	3.37	HM	3
▪ The Supervisor/Manager encourages others to approach familiar problems from fresh and innovative perspectives.	3.49	HM	3.18	M	3.34	HM	5.5
▪ The Supervisor/Manager offers alternative viewpoints that help others make sense of perplexing situations.	3.42	HM	3.21	M	3.32	HM	7
▪ The Supervisor/Manager inspires others to question and reconsider ideas they had never previously challenged.	3.41	HM	3.10	M	3.26	HM	9
▪ The Supervisor/Manager actively contributes to the personal growth and development of others.	3.45	HM	3.17	M	3.31	HM	8
▪ The Supervisor/Manager provides constructive feedback to others, acknowledging their progress and areas for improvement.	3.53	HM	3.30	HM	3.42	HM	1
▪ The Supervisor/Manager extends personal attention to individuals who may feel excluded or rejected, making them feel valued and included.	3.40	HM	3.06	M	3.23	M	10
GENERAL ASSESSMENT	3.43	HM	3.16	M	3.30	HM	

Legend: 3.26 – 4.00 Always / Highly Manifested (HM), 1.76 – 2.50 Sometimes / Slightly Manifested (SM), 2.51 – 3.25 Often / Manifested (M), 1.00 – 1.75 Never / Not Manifested (NM)

Transformational Leadership was **Highly Manifested (3.30)** as to the level of manifestation of leadership styles in private companies in Calamba City, Laguna as assessed by superiors and subordinates. Notably, the Managers excelled in “providing constructive feedback”, as evidenced by the highest mean of **3.42** verbally interpreted as **Highly Manifested**. On the other hand, the lowest mean score was associated with the Manager's “ability to create a sense of pride in others”, with a composite mean of **3.10** verbally interpreted as **Manifested**.

In conclusion, the examination of transformational leadership in private companies in Calamba City revealed strengths in creating a positive atmosphere and fostering personal growth through constructive feedback. However, there's a need for improvement in encouraging innovation and inclusivity. This highlights the Manager's commitment to individual development but suggests room for enhancing confidence and inclusivity within the leadership framework.

In alignment, Saad (2021) and Towler (2019) highlighted idealized influence in transformational leadership, promoting trust and ethical behavior. Towler (2019) also emphasized inspirational motivation's role in fostering job satisfaction and performance. Guantai (2020) recommended embracing transformational leadership for improved achievement. Towler (2019) and Cherry (2023) stressed intellectual stimulation's importance for innovation and critical thinking. Wade (2022) emphasized individual consideration, with leaders acting as dedicated coaches for personal and professional growth.

Table 1.5

Level of Manifestation of Leadership Styles in Private Companies in Calamba City, Laguna in terms of Transactional Leadership as assessed by Superiors and Subordinates

Indicators in terms of Transactional Leadership	Superiors		Subordinates		Composite		Rank
	Mean	VI	Mean	VI	Mean	VI	
• The Supervisor/Manager offers guidance and instructions to others on how to achieve rewards for their work.	3.53	HM	3.22	M	3.38	HM	2
• The Supervisor/Manager acknowledges and rewards individuals when they successfully accomplish their goals.	3.45	HM	3.02	M	3.24	M	5
• If things are functioning well, the Supervisor/Manager avoids unnecessary changes.	3.14	M	3.04	M	3.09	M	6
• The Supervisor/Manager finds contentment when others meet the mutually agreed-upon standards.	3.36	HM	3.17	M	3.27	HM	4
• The Supervisor/Manager is accepting and supportive of others' choices and preferences.	3.50	HM	3.16	M	3.33	HM	3
• The Supervisor/Manager effectively communicates the standards and requirements necessary for others to effectively perform their work.	3.58	HM	3.25	M	3.42	HM	1
GENERAL ASSESSMENT	3.43	HM	3.14	M	3.29	HM	

Legend: 3.26 – 4.00 Always / Highly Manifested (HM), 1.76 – 2.50 Sometimes / Slightly Manifested (SM), 2.51 – 3.25 Often / Manifested (M), 1.00 – 1.75 Never / Not Manifested (NM)

Transactional Leadership was **Highly Manifested (3.29)** as to the level of manifestation of leadership styles in private companies in Calamba City, Laguna as assessed by superiors and subordinates. Particularly noteworthy was the Manager's "effective communication of standards and requirements". This generated the highest mean of **3.42 (HM)** verbally interpreted as "**Highly Manifested**". This emphasized the leader's proficiency in articulating clear expectations, contributing to a structured and goal-oriented work environment. On the contrary, the lowest mean score was associated with the Manager's "inclination to avoid unnecessary changes when things are functioning well", with a composite mean of **3.09** verbally interpreted as **Manifested**.

In conclusion, the Manager generally applies contingent reward practices in transactional leadership, acknowledging goal achievement. However, there are nuanced variations in Management-by-Exception practices, suggesting areas for improvement. Targeted enhancements are needed for consistent and effective leadership strategies within the organizational context, emphasizing the importance of adaptation to dynamic circumstances.

Leaders utilizing contingent rewards established a system where employee efforts and achievements were appreciated and rewarded, motivating them to strive for success (Lindberg, 2022). McCandles (2022) described transactional contingent reward leadership as involving continuous monitoring of employee performance and prompt acknowledgment and reward of achievements, fostering sustained motivation and goal attainment. Similarly, Management-by-Exception prioritized addressing deviations or exceptional circumstances within a team or organization (Hasiya, 2019). Mitchell (2019) emphasized Transactional Leadership's focus on closely monitoring mistakes and deviations from standards to address issues promptly and maintain high standards.

Table 1.6

Level of Manifestation of Leadership Styles in Private Companies in Calamba City, Laguna in terms of Laissez-Faire Leadership as assessed by Superiors and Subordinates

Indicators in terms of Laissez-Faire Leadership	Superiors		Subordinates		Composite		Rank
	Mean	VI	Mean	VI	Mean	VI	
▪ The Supervisor/Manager is satisfied with allowing others to persist in their established work methods indefinitely.	3.22	M	3.05	M	3.14	M	2
▪ The Supervisor/Manager highlights the rewards and benefits that others can attain based on their achievements.	3.28	HM	3.06	M	3.17	M	1
▪ The Supervisor/Manager expects from others only what is absolutely necessary for them to fulfill their responsibilities.	3.12	M	3.03	M	3.08	M	3
▪ Employees frequently find themselves in situations where they must make important decisions without clear direction from the Supervisor/Manager.	2.75	M	2.81	M	2.78	M	6
▪ The Supervisor/Manager rarely intervenes or offers assistance unless there is a significant issue or crisis.	2.85	M	2.80	M	2.83	M	5
▪ Employees often have a high degree of autonomy and freedom to manage their work as they see fit.	3.09	M	2.96	M	3.03	M	4
GENERAL ASSESSMENT	3.05	M	2.95	M	3.00	M	

Legend: 3.26 – 4.00 Always / Highly Manifested (HM), 1.76 – 2.50 Sometimes / Slightly Manifested (SM), 2.51 – 3.25 Often / Manifested (M), 1.00 – 1.75 Never / Not Manifested (NM)

Laissez-Faire Leadership was **Manifested (3.00)** as to the level of manifestation of leadership styles in private companies in Calamba City, Laguna as assessed by superiors and subordinates. The highest mean score of **3.17** verbally interpreted as **Manifested**, representing the most manifested aspect, was attributed to the Manager highlighting the “benefits and rewards that others can attain based on their achievements”. On the contrary, the lowest mean score was associated with the “expressing that employees frequently find themselves in situations where they must make important decisions without clear direction from the Manager”, scoring **2.78** verbally interpreted as **Manifested**.

In conclusion, the examination of laissez-faire leadership shows a generally manifested style, with the Manager's emphasis on flexibility and autonomy. However, there are areas for refinement, particularly in clarifying expectations and providing clearer guidance in decision-making. The nuanced manifestation of autonomy underscores the need for a balanced approach to maintain a supportive yet appropriately guided work environment. Tailoring laissez-faire leadership to organizational dynamics is crucial for enhancing overall effectiveness, emphasizing the importance of a nuanced application of this style.

In alignment with Cherry (2022), contemporary leaders practicing laissez-faire leadership maintained accessibility for consultation and feedback while empowering group members to work independently. Zhang (2023) described laissez-faire leadership as a hands-off approach marked by a lack of engagement, intervention, and decision-making by leaders, adversely impacting motivation and productivity. Myers (2023) emphasized collaborative decision-making and collective responsibility in this style. Becker (2023) highlighted leaders entrusting significant authority to employees, fostering autonomy and collaboration.

Table 2

Test of Significant Difference between the assessment of the Superiors and Subordinates on the Level of Manifestation of Leadership Styles in Private Companies in Calamba City, Laguna

Sub-variables		Sum of squares	df	Mean square	F Ratio	Sig.	Remarks	Decision
Authoritarian Leadership	Between Groups	2.874	1	2.874	12.249	.001	Significant	Reject H ₀
	Within Groups	110.267	470	.235				
	Total	113.141	471					
Democratic Leadership	Between Groups	6.867	1	6.867	25.560	.000	Significant	Reject H ₀
	Within Groups	126.263	470	.269				
	Total	133.129	471					
Situational Leadership	Between Groups	10.877	1	10.877	33.390	.000	Significant	Reject H ₀
	Within Groups	153.098	470	.326				
	Total	163.974	471					
Transformational Leadership	Between Groups	8.548	1	8.548	25.726	.000	Significant	Reject H ₀
	Within Groups	156.171	470	.332				
	Total	164.720	471					
Transactional Leadership	Between Groups	9.313	1	9.313	27.863	.000	Significant	Reject H ₀
	Within Groups	157.093	470	.334				
	Total	166.405	471					
Laissez-Faire Leadership	Between Groups	1.171	1	1.171	3.384	.066	Not Significant	Accept H ₀
	Within Groups	162.654	470	.346				
	Total	163.825	471					

Note: Level of Significance: 0.05

Significant differences were found in the assessment of leadership styles between superiors and subordinates, notably in Authoritarian, Democratic, Situational, Transformational, and Transactional Leadership (**F Ratios 12.249 to 33.390, $p < 0.001$**). However, **no substantial difference** was observed for Laissez-Faire Leadership (**F Ratio = 3.384, $p = 0.066$**), highlighting the importance of the 0.05 significance level in interpreting these results with rigor.

In conclusion, the research findings highlight clear distinctions in perceptions of leadership styles between superiors and subordinates in private companies in Calamba City. Notable differences are observed in assessments of Authoritarian, Democratic, Situational, Transformational, and Transactional Leadership. However, no significant difference was found for Laissez-Faire Leadership. The application of a significance level of 0.05 adds credibility to the study, ensuring meaningful disparities are considered. Overall, the study underscores the nuanced nature of leadership dynamics within these organizations.

Kouzes and Posner (2023) emphasized leaders modeling behaviors and inspiring shared visions, resonating with the variations in leadership style perceptions among superiors and subordinates in Calamba City. The findings aligned with the idea that effective leadership embraced diverse approaches, contributing to observed differences. Similarly, Northouse (2023) highlighted understanding diverse leadership styles and their impact on organizational dynamics. The variations identified in leadership assessments in Calamba City aligned with Northouse's framework, emphasizing the importance of leaders adapting their style to situational contexts. These insights reinforced the notion that differences in leadership manifestation contribute to nuanced responses within organizations.

Table 3.1

Level of Employee Motivation among Filipino Millennial Employees of Private Companies in Calamba City, Laguna in terms of Achievement and Recognition as assessed by Superiors and Subordinates

Indicators in terms of Achievement and Recognition	Superiors		Subordinates		Composite		Rank
	Mean	VI	Mean	VI	Mean	VI	
• Employees are acknowledged and appreciated for the quality of their work.	3.60	HM	3.25	M	3.43	HM	1
• Employee contributions are highly valued by individuals outside of the business and operational sphere.	3.48	HM	3.12	M	3.30	HM	2
• Within the past week, employees have received recognition or praise for their exemplary work.	3.32	HM	2.90	M	3.11	M	5
• When Employees accomplish something remarkable, they receive appropriate recognition.	3.37	HM	2.97	M	3.17	M	4
• Expressions of gratitude and appreciation are frequently expressed in the employee's work environment.	3.47	HM	3.06	M	3.27	HM	3
• Employees receive bonuses or incentives for exceeding performance expectations.	3.24	M	2.87	M	3.06	M	8
• There are regular team meetings or events where employee contributions are publicly recognized.	3.24	M	2.94	M	3.09	M	6
• Employees have the opportunity to nominate their peers for recognition awards.	3.03	M	2.72	M	2.88	M	9
• There is a culture of peer-to-peer recognition where colleagues acknowledge each other's accomplishments.	3.22	M	2.92	M	3.07	M	7
GENERAL ASSESSMENT	3.33	HM	2.97	M	3.15	M	

Legend: 3.26 – 4.00 Always / Highly Manifested (HM), 1.76 – 2.50 Sometimes / Slightly Manifested (SM), 2.51 – 3.25 Often / Manifested (M), 1.00 – 1.75 Never / Not Manifested (NM)

Achievement and Recognition was **Motivated (3.15)** as to the level of employee motivation among Filipino millennial workers of private companies in Calamba City, Laguna as assessed by superiors and subordinates. The evaluation of employee motivation among Filipino millennial employees highlighted a composite mean of **3.43** verbally interpreted as **Highly Motivated** in the “acknowledgment and appreciation of employees for their work”, having the highest mean in the assessment. Conversely, the lowest composite mean of **2.88** verbally interpreted as **Motivated** was associated with the “opportunity for employees to nominate their peers for recognition awards”, signaling an area for potential improvement.

In conclusion, employees demonstrate a commendable level of motivation and appreciation for their work, with consistent recognition and acknowledgment perceived by both superiors and subordinates. However, areas such as tangible rewards for exceeding performance expectations and structured recognition events in team meetings show slightly lower motivation levels. These findings highlight the need for a comprehensive approach to employee motivation, including tangible incentives and structured recognition events, to sustain and enhance overall motivation.

In accordance with Iyer's study (2022), Achievement represented the satisfaction individuals feel upon task completion, emphasized accomplishment and recognition for contributions beyond job duties. Both elements were vital for motivating employees, fostered a positive work environment, and reinforced commitment to continuous improvement and success within the organization.

Table 3.2

Level of Employee Motivation among Filipino Millennial Employees of Private Companies in Calamba City, Laguna in terms of Challenging and Meaningful Work as assessed by Superiors and Subordinates

Indicators in terms of Challenging and Meaningful Work	Superiors		Subordinates		Composite		Rank
	Mean	VI	Mean	VI	Mean	VI	
▪ Employees find great enjoyment in the type of work there are engaged in.	3.40	HM	3.12	M	3.26	HM	7
▪ Employee's job is intellectually stimulating and holds their interest.	3.34	HM	3.08	M	3.21	M	9
▪ Completing tasks in employee's job provides them with a sense of fulfillment and achievement.	3.51	HM	3.32	HM	3.42	HM	1.5
▪ Employees believe that their work has a meaningful impact and makes a positive difference in their workplace.	3.51	HM	3.24	M	3.38	HM	3
▪ Employees are encouraged to innovate and propose new ideas to improve processes or products.	3.51	HM	3.13	M	3.32	HM	4
▪ There is a sense of autonomy in how employees approach and complete their work tasks.	3.36	HM	3.09	M	3.23	M	8
▪ Employees believe that their work has a positive impact on the organization's success.	3.55	HM	3.28	HM	3.42	HM	1.5
▪ The organization encourages employees to pursue projects that align with their interests and strengths.	3.46	HM	3.11	M	3.29	HM	5
▪ Employees are often given opportunities to take on new and challenging assignments.	3.42	HM	3.14	M	3.28	HM	6
GENERAL ASSESSMENT	3.45	HM	3.17	M	3.31	HM	

Legend: 3.26 – 4.00 Always / Highly Manifested (HM), 1.76 – 2.50 Sometimes / Slightly Manifested (SM), 2.51 – 3.25 Often / Manifested (M), 1.00 – 1.75 Never / Not Manifested (NM)

Challenging and Meaningful Work was **Highly Motivated (3.31)** as to the level of employee motivation among Filipino millennial employees of private companies in Calamba City, Laguna as assessed by superiors and subordinates. This was reflected in the highest composite mean, “shared by beliefs in meaningful work and positive organizational impact”, with a composite mean of **3.42** verbally interpreted as **Highly Motivated**. Conversely, the lowest composite mean was associated with the “intellectual stimulation of the job” was **3.21** verbally interpreted as **Motivated**.

In conclusion, the findings reveal a positive motivational landscape among superiors and subordinates, reflecting a high level of enjoyment in their work and an engaging environment. While there's potential for improvement in maintaining intellectual stimulation, factors like fulfillment from tasks, belief in meaningful work impact, and opportunities for new assignments contribute to high motivation levels. The assessment underscores a robust motivational environment prioritizing meaningful contributions and innovation. These findings highlight the conducive atmosphere for motivation among Filipino millennial employees in Calamba City, emphasizing the importance of meaningful work experiences and professional growth opportunities.

Parallel to a 2023 study by Nickerson, the nature of job tasks significantly influenced employee satisfaction. Engaging and challenging tasks contributed to fulfillment and enjoyment, while monotonous or overly complex tasks led to frustration and boredom. Striking a balance between challenge and support in job design was crucial for fostering employee satisfaction and motivation.

Table 3.3

Level of Employee Motivation among Filipino Millennial Employees of Private Companies in Calamba City, Laguna in terms of Responsibility and Autonomy as assessed by Superiors and Subordinates

Indicators in terms of Advancement and Career Progression	Superiors		Subordinates		Composite		Rank
	Mean	VI	Mean	VI	Mean	VI	
Employees have autonomy and control over the methods and approach they use to perform their work.	3.26	HM	3.06	M	3.16	M	6.5
Employee's opinion is valued and taken into consideration in their workplace.	3.40	HM	3.06	M	3.23	M	4.5
Employees have a meaningful voice and involvement in decisions that impact their work.	3.42	HM	3.07	M	3.25	M	3
The physical environment in which employees work enables them to effectively carry out their job responsibilities.	3.45	HM	3.17	M	3.31	HM	2
Employees have access to the necessary resources, tools, and equipment required to perform their job effectively.	3.50	HM	3.24	M	3.37	HM	1
The organization trusts employees to make decisions that impact their work without constant supervision.	3.27	HM	3.00	M	3.14	M	8
Employees are given the responsibility to take ownership of projects from start to finish.	3.35	HM	3.11	M	3.23	M	4.5
Employees have the authority to make choices about how they prioritize and organize their work.	3.23	M	3.08	M	3.16	M	6.5
GENERAL ASSESSMENT	3.36	HM	3.10	M	3.23	M	

Legend: 3.26 – 4.00 Always / Highly Manifested (HM), 1.76 – 2.50 Sometimes / Slightly Manifested (SM), 2.51 – 3.25 Often / Manifested (M), 1.00 – 1.75 Never / Not Manifested (NM)

Responsibility and Autonomy was Manifested (3.23) as to the level of employee motivation among Filipino millennial employees of private companies in Calamba City, Laguna as assessed by superiors and subordinates. The exploration of employee motivation among Filipino millennial employees in Calamba City, with a focus on challenging and meaningful work, brought to light the highest composite mean. This was indicative of the most motivating factor, was found in the combination of beliefs related to "Meaningful work" and "Positive organizational impact," having means of **3.42** verbally interpreted as **Highly Motivated**. Conversely, the lowest composite mean was associated with the "Intellectual stimulation of the job" was **3.21** verbally interpreted as **Motivated**.

In conclusion, granting autonomy and responsibility to employees has a positive impact. Employees value the opportunity to control their work methods and express their opinions. Meaningful involvement in decision-making processes, a supportive environment, and access to resources contribute to high motivation levels. Trusting employees and assigning ownership of projects enhances the motivational environment. Overall, providing responsibility and autonomy fosters a motivated workforce among Filipino millennial employees in Calamba City, Laguna.

Harappa (2021) highlights the importance of Responsibility and Autonomy in Herzberg's Two-Factor Theory, emphasizing their motivational impact. Granting employees autonomy fosters empowerment, creativity, and job satisfaction. Managing responsibility and autonomy levels effectively leads to increased engagement and performance.

Table 3.4

Level of Employee Motivation among Filipino Millennial Employees of Private Companies in Calamba City, Laguna in terms of Opportunities for Personal Growth and Development, as assessed by Superiors and Subordinates

Indicators in terms of Opportunities for Personal Growth and Development	Superiors		Subordinates		Composite		Rank
	Mean	VI	Mean	VI	Mean	VI	
• Employee's workplace provides the necessary training or education to support their professional growth.	3.43	HM	3.14	M	3.29	HM	2.5
• Employees have received the required training to perform their job effectively.	3.39	HM	3.16	M	3.28	HM	4
• Over the past year, Employees have had opportunities at work to learn and develop their skills.	3.46	HM	3.19	M	3.33	HM	1
• There are employees in the workplace who actively encourages and supports their personal and professional development.	3.41	HM	3.17	M	3.29	HM	2.5
• Employees have had discussions with someone about their progress and development within the past year.	3.37	HM	3.04	M	3.21	M	7
• The organization supports employees in setting and achieving their personal and professional development goals.	3.38	HM	3.09	M	3.24	M	6
• The organization provides resources and time for employees to attend workshops, seminars, or courses relevant to their development.	3.39	HM	3.01	M	3.20	M	8
• The company offers mentorship programs to help employees with their personal and career development.	3.28	HM	2.94	M	3.11	M	9
• The organization promotes a growth mindset, encouraging employees to embrace challenges and learn from setbacks.	3.44	HM	3.10	M	3.27	HM	5
GENERAL ASSESSMENT	3.39	HM	3.09	M	3.24	M	

Legend: 3.26 – 4.00 Always / Highly Manifested (HM), 1.76 – 2.50 Sometimes / Slightly Manifested (SM), 2.51 – 3.25 Often / Manifested (M), 1.00 – 1.75 Never / Not Manifested (NM)

Opportunities for Personal Growth and Development was Motivated (3.24) as to the level of employee motivation among Filipino millennial employees of private companies in Calamba City, Laguna as assessed by superiors and subordinates. The highest mean score, indicative of the most motivating factor, was observed in the indicator "Over the past year, employees have had opportunities at work to learn and develop their skills," with a mean of **3.33** verbally interpreted as **Highly Motivated**. Conversely, the lowest mean score, signaling a potential area for improvement, was associated with "The company offers mentorship programs to help employees with their personal and career development," with a mean of **3.11** verbally interpreted as **Motivated**.

In conclusion, there is a positive motivational environment characterized by a commitment to professional development. The findings highlight initiatives such as training, encouragement of learning, and support from peers and the organization. Overall, the atmosphere promotes a growth mindset and employee motivation, with strategic initiatives like mentorship programs contributing to workplace culture. Continuous learning opportunities are emphasized as essential for enhancing motivation.

According to Botwin (2023), inspiring and motivating employees involves offering growth opportunities through training, development programs, and transparent promotion pathways. These initiatives did not only equip employees with new skills but also demonstrated the company's investment in their personal and professional growth. Recognizing that not all roles had direct career-track growth, leaders should creatively foster personal growth for team members, ensuring a motivating work environment.

Table 3.5

Level of Employee Motivation among Filipino Millennial Employees of Private Companies in Calamba City, Laguna in terms of Advancement and Career Progression as assessed by Superiors and Subordinates

Indicators in terms of Responsibility and Autonomy	Superiors		Subordinates		Composite		Rank
	Mean	VI	Mean	VI	Mean	VI	
There are opportunities for career growth and promotion available within the workplace.	3.39	HM	3.09	M	3.24	M	5
Employees have a clear understanding of the requirements and expectations to advance within the organization.	3.42	HM	3.14	M	3.28	HM	3
Internal Employee candidates are given fair and equitable consideration for open positions.	3.39	HM	2.97	M	3.18	M	10.5
Information regarding job vacancies within the workplace is easily accessible and transparent to the Employees.	3.36	HM	3.14	M	3.25	M	4
The organization provides regular performance evaluations and feedback to help employees progress in their careers.	3.49	HM	3.12	M	3.31	HM	2
Employees have a well-defined career path within the company.	3.34	HM	3.06	M	3.20	M	8.5
There are formal programs in place to mentor and develop employees for future leadership roles.	3.39	HM	2.97	M	3.18	M	10.5
The organization actively promotes from within, and internal candidates are considered for higher positions.	3.35	HM	3.07	M	3.21	M	7
Employees are aware of the skills and qualifications needed to advance in their careers within the organization.	3.46	HM	3.20	M	3.33	HM	1
The organization supports employees in pursuing additional education or training to enhance their career prospects.	3.37	HM	3.09	M	3.23	M	6
The company offers a competitive benefits package and compensation structure that motivates employees to stay and grow with the organization.	3.36	HM	3.03	M	3.20	M	8.5
GENERAL ASSESSMENT	3.39	HM	3.08	M	3.24	M	

Legend: 3.26 – 4.00 Always / Highly Manifested (HM), 1.76 – 2.50 Sometimes / Slightly Manifested (SM), 2.51 – 3.25 Often / Manifested (M), 1.00 – 1.75 Never / Not Manifested (NM)

Advancement and Career Progression was Motivated (3.24) as to the level of employee motivation among Filipino millennial workers of private companies in Calamba City, Laguna as assessed by superiors and subordinates. The highest composite mean was associated with the indicator "Employees are aware of the skills and qualifications needed to advance in their careers within the organization" with a composite mean of **3.33** verbally interpreted as **Highly Motivated**. On the contrary, the lowest composite mean was linked to the indicator "Internal Employee candidates are given fair and equitable consideration for open positions," with a mean of **3.18** verbally interpreted as **Motivated**.

In conclusion, Employee motivation among Filipino millennial employees in Calamba City, Laguna, varies in Advancement and Career Progression. While some growth opportunities exist, considerations for internal candidates and clear career paths are inconsistent. Regular feedback is motivating, emphasizing career guidance's importance, while skill awareness and organizational support for education also drive motivation. Targeted strategies are needed to enhance motivation and optimize career development, including transparent expectations and fair promotions.

Yousaf's 2020 study defined Advancement as an employee's potential for career development within an organization, covering personal and professional growth like training and skill acquisition. It found a positive link between career advancement, growth opportunities, and job satisfaction. Promotional prospects positively affected job satisfaction, emphasizing the direct connection between advancement and employee motivation.

Table 3.6

Level of Employee Motivation among Filipino Millennial Employees of Private Companies in Calamba City, Laguna in terms of Job Satisfaction and Sense of Accomplishment as assessed by Superiors and Subordinates.

Indicators in terms of Job Satisfaction and Sense of Accomplishment	Superiors		Subordinates		Composite		Rank
	Mean	VI	Mean	VI	Mean	VI	
• Employees experience a deep sense of belonging and connection to their workplace.	3.43	HM	3.11	M	3.27	HM	4
• Employees derive satisfaction from engaging in conversations about their workplace with individuals who are not employed here.	3.24	M	2.97	M	3.11	M	8
• Employees have a strong personal dedication and commitment to the success of their workplace.	3.46	HM	3.19	M	3.33	HM	2
• Employees genuinely care about the future and well-being of the workplace.	3.37	HM	3.16	M	3.27	HM	4
• Employees often express a sense of accomplishment when they complete their tasks.	3.45	HM	3.26	HM	3.36	HM	1
• The organization regularly seeks feedback from employees to improve job satisfaction.	3.35	HM	3.06	M	3.21	M	6
• Employees believe that their skills and talents are well-utilized in their current roles.	3.39	HM	3.14	M	3.27	HM	4
• The organization recognizes and celebrates employee achievements and milestones.	3.34	HM	3.05	M	3.20	M	7
GENERAL ASSESSMENT	3.38	HM	3.12	M	3.25	M	

Legend: 3.26 – 4.00 Always / Highly Manifested (HM), 1.76 – 2.50 Sometimes / Slightly Manifested (SM), 2.51 – 3.25 Often / Manifested (M), 1.00 – 1.75 Never / Not Manifested (NM)

Job Satisfaction and Sense of Accomplishment was Motivated (3.25) as to level of employee motivation among Filipino millennial employees of private companies in Calamba City, Laguna as assessed by superiors and subordinates. The highest composite mean, indicative of the most motivating factor, was associated with the indicator "Employees often express a sense of accomplishment when they complete their tasks" with a mean of **3.36** verbally interpreted as **Highly Motivated**. Conversely, the lowest composite mean was linked to the indicator "Employees derive satisfaction from engaging in conversations about their workplace with individuals who are not employed here" with a mean of **3.11** verbally interpreted as **Motivated**.

In conclusion, employees demonstrate high levels of Job Satisfaction and Sense of Accomplishment, reflecting a motivated workforce. They feel connected and committed to their workplace, finding intrinsic value in completing tasks. The organization's emphasis on feedback and recognition contributes to a positive work environment. While external discussions about the workplace could improve, the overall findings emphasize the importance of recognizing and enhancing job satisfaction and a sense of accomplishment for continued employee motivation.

In agreement with Kristiani (2021), job satisfaction played a crucial role in shaping employees' job evaluations, reflecting their overall feelings about the pleasantness of their work. When employees were satisfied with their jobs, they were motivated to perform better, striving for positive work outcomes. This connection underscored the significance of job satisfaction in influencing employees' dedication and effectiveness in their roles.

Table 4

Test of Significant Difference between the Assessment of the Superiors and Subordinates on the Level of Employee Motivation among Filipino Millennial Workers of Private Companies in Calamba City, Laguna

Sub-variables		Sum of squares	df	Mean square	F Ratio	Sig.	Remarks	Decision
Achievement and Recognition	Between Groups	15.042	1					
	Within Groups	203.749	470	15.042				
	Total	218.791	471	.434	34.698	.000	Significant	Reject H ₀
Challenging and Meaningful Work	Between Groups	9.536	1					
	Within Groups	152.463	470	9.536				
	Total	161.999	471	.324	29.397	.000	Significant	Reject H ₀
Responsibility and Autonomy	Between Groups	8.011	1					
	Within Groups	156.908	470	8.011				
	Total	164.918	471	.334	23.995	.000	Significant	Reject H ₀
Opportunities for Personal Growth and Development	Between Groups	10.683	1					
	Within Groups	205.477	470	10.683				
	Total	216.160	471	.437	24.436	.000	Significant	Reject H ₀
Advancement and Career Progression	Between Groups	11.630	1					
	Within Groups	188.135	470	11.630				
	Total	199.765	471	.400	29.054	.000	Significant	Reject H ₀
Job Satisfaction and Sense of Accomplishment	Between Groups	8.205	1					
	Within Groups	158.338	470	8.205				
	Total	166.543	471	.337	24.354	.000	Significant	Reject H ₀

Note: Level of Significance: 0.05

There is a significant difference in how superiors and subordinates perceive employee motivation variables. Evaluations of Achievement and Recognition, Challenging and Meaningful Work, Responsibility and Autonomy, Opportunities for Personal Growth and Development, and Advancement and Career Progression show significant differences. With **F Ratios** ranging from **23.995 to 34.698** and **p-values less than 0.001**, these differences are statistically **significant**. However, Job Satisfaction and Sense of Accomplishment didn't show significant differences, with an **F Ratio** of **24.354** and a **p-value of 0.000**.

In conclusion, the research revealed substantial disparities in the perceptions of employee motivation between superiors and subordinates in private companies in Calamba City, Laguna, focusing on various dimensions such as Achievement and Recognition, Challenging and Meaningful Work, Responsibility and Autonomy, Opportunities for Personal Growth and Development, Advancement and Career Progression, and Job Satisfaction and Sense of Accomplishment. The statistically significant differences underscore the need for a nuanced approach to understanding and addressing the diverse perspectives within the workplace.

This study examined employee motivation in Calamba City, Laguna, echoing Medallion's 2020 findings. It revealed significant differences between superiors and subordinates, reflecting Millennials' preferences for collaboration and work-life balance. These aligned with The American Equity Underwriters Inc.'s 2021 study, emphasizing tailored strategies for motivation.

Table 5

Test of Significant Relationship between the Level of Manifestation of Leadership Styles and the Level of Employee Motivation among Filipino Millennial Workers of Private Companies in Calamba City, Laguna

Leadership Styles	Employee Motivation	r value	P value	Remarks	Decision
Authoritarian Leadership	Achievement and Recognition	.416**	.000	Significant	Reject H ₀
	Challenging and Meaningful Work	.407**	.000	Significant	Reject H ₀
	Responsibility and Autonomy	.434**	.000	Significant	Reject H ₀
	Opportunities for Personal Growth and Development	.411**	.000	Significant	Reject H ₀
	Advancement and Career Progression	.396**	.000	Significant	Reject H ₀
Democratic Leadership	Job Satisfaction and Sense of Accomplishment	.420**	.000	Significant	Reject H ₀
	Achievement and Recognition	.615**	.000	Significant	Reject H ₀
	Challenging and Meaningful Work	.602**	.000	Significant	Reject H ₀
	Responsibility and Autonomy	.572**	.000	Significant	Reject H ₀
	Opportunities for Personal Growth and Development	.606**	.000	Significant	Reject H ₀
Situational Leadership	Advancement and Career Progression	.611**	.000	Significant	Reject H ₀
	Job Satisfaction and Sense of Accomplishment	.594**	.000	Significant	Reject H ₀
	Achievement and Recognition	.671**	.000	Significant	Reject H ₀
	Challenging and Meaningful Work	.665**	.000	Significant	Reject H ₀
	Responsibility and Autonomy	.629**	.000	Significant	Reject H ₀
Transformational Leadership	Opportunities for Personal Growth and Development	.632**	.000	Significant	Reject H ₀
	Advancement and Career Progression	.641**	.000	Significant	Reject H ₀
	Job Satisfaction and Sense of Accomplishment	.614**	.000	Significant	Reject H ₀
	Achievement and Recognition	.715**	.000	Significant	Reject H ₀
	Challenging and Meaningful Work	.724**	.000	Significant	Reject H ₀
Transactional Leadership	Responsibility and Autonomy	.644**	.000	Significant	Reject H ₀
	Opportunities for Personal Growth and Development	.683**	.000	Significant	Reject H ₀
	Advancement and Career Progression	.698**	.000	Significant	Reject H ₀
	Job Satisfaction and Sense of Accomplishment	.674**	.000	Significant	Reject H ₀
	Achievement and Recognition	.711**	.000	Significant	Reject H ₀
Laissez-Faire Leadership	Challenging and Meaningful Work	.703**	.000	Significant	Reject H ₀
	Responsibility and Autonomy	.688**	.000	Significant	Reject H ₀
	Opportunities for Personal Growth and Development	.703**	.000	Significant	Reject H ₀
	Advancement and Career Progression	.688**	.000	Significant	Reject H ₀
	Job Satisfaction and Sense of Accomplishment	.681**	.000	Significant	Reject H ₀
	Achievement and Recognition	.572**	.000	Significant	Reject H ₀
	Challenging and Meaningful Work	.571**	.000	Significant	Reject H ₀
	Responsibility and Autonomy	.575**	.000	Significant	Reject H ₀
	Opportunities for Personal Growth and Development	.560**	.000	Significant	Reject H ₀
	Advancement and Career Progression	.544**	.000	Significant	Reject H ₀
	Job Satisfaction and Sense of Accomplishment	.522**	.000	Significant	Reject H ₀

Note: **Correlational at the level 0.01
*Correlational at the level 0.05 (Two-tailed)

A **significant positive correlation** was found between leadership styles and employee motivation among Filipino millennial workers in Calamba City, Laguna. The correlation coefficients ranged from **0.396 to 0.724**, indicating a **low to high positive correlation**. With probability values less than 0.05, the null hypothesis was rejected, confirming the relationship between leadership styles and employee motivation.

It can be concluded that leadership styles are associated with employee motivation among Filipino Millennial Workers in private companies in Calamba City, Laguna. The observed positive correlation indicates that as leadership styles manifest more prominently, employee motivation tends to increase. The rejection of the null hypothesis underscores the significance of the exhibited relationship.

Altheeb's 2020 study confirmed a positive correlation between leadership styles and employee motivation, supporting the hypothesis. Effective alignment with established leadership styles enhances motivation levels, underscoring leadership's practical importance in fostering a motivated work environment. Ismael (2023) emphasized leadership's significant impact on outcomes, with motivation playing a central role. Effective leaders can enhance follower motivation, highlighting the importance of leadership and motivational traits. Kshirsagar (2021) highlighted leadership's critical role in influencing employee motivation, positively impacting efficiency, productivity, and job satisfaction.

The Proposed Program

A comprehensive employee motivation enhancement initiative was proposed, integrating leadership training sessions focusing on motivation-related skills, open communication forums, tailored motivational strategies, and continuous improvement processes to further boost employee motivation among Filipino Millennial workers in private companies in Calamba City, Laguna.

CONCLUSIONS

After the presentation of the summary of findings of the study, the foregoing conclusions were deduced:

1. That leadership approaches need adjustment to suit the organizational context. Autocratic leadership lacks effective criticism handling. Democratic leadership needs improvement in considering diverse perspectives. Managerial flexibility and empathy require more proactive change and consistent empathy. Transformational leadership could encourage innovation and inclusivity. Transactional leadership needs consistency and adaptability. Laissez-faire leadership lacks clear guidance.
2. That fostering open communication and mutual understanding between leaders and team members is crucial. Addressing differences can lead to more inclusive and adaptive leadership, enhancing collaboration and organizational effectiveness.
3. That recognition of achievements aligns with millennials' desire for acknowledgment and challenging work, meeting their preference for purposeful tasks. Factors like responsibility, autonomy, growth opportunities, advancement, and job satisfaction resonate with millennials' aspirations for autonomy, learning, and career progression.
4. That significant differences in employee motivation assessments arise between superiors and subordinates, reflecting millennials' distinct expectations for collaboration, challenges, and work-life balance compared to older employees' priorities.

5. That leaders who empower, support, and recognize employees inspire and motivate millennials. Inflexible or disengaged leadership negatively impacts motivation. Developing leadership aligned with millennial needs enhances engagement, productivity, and retention.

6. That a holistic employee motivation enhancement program is essential, integrating targeted activities to elevate motivation and adapt leadership styles to diverse employee triggers.

RECOMMENDATIONS

Based on the listed findings and conclusions, suggestions and recommendations were outlined below:

1. Implement comprehensive leadership training programs for both superiors and subordinates, focusing on enhancing various leadership styles. Organize this with leaders, HR, and trainers to foster a positive culture.

2. Establish effective communication channels and feedback mechanisms within organizations to bridge gaps in leadership style assessment, enhancing collaboration.

3. Invest in customized employee recognition programs aligned with individual preferences to boost motivation.

4. Deploy regular employee engagement surveys to understand evolving motivational factors and leadership preferences.

5. Foster leadership flexibility by balancing styles based on situational needs, led by organizational leaders.

6. Execute a holistic employee motivation enhancement program integrating targeted activities and adaptive leadership styles, led by leaders and HR.

7. Explore the integration of AI tools impacting leadership decision-making in Calamba City companies, studying its effectiveness in providing data-driven insights for informed decisions.

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