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Organizational Culture and Leadership Style and Its Impact on Employee Productivity among Multipurpose Cooperatives in the Province of Bukidnon

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ABSTRACT

This study determined the influence of organizational culture and leadership style on employee productivity among multipurpose cooperatives in the Province of Bukidnon. A quantitative descriptive-correlational research design was utilized involving 400 employees from nine selected cooperatives through complete enumeration. Data were gathered using validated survey instruments and analyzed using weighted mean, standard deviation, Pearson r, and multiple regression analysis. The findings revealed that organizational culture, leadership style, and employee productivity were all manifested at a very high level. Correlational analysis showed that organizational culture and leadership style were significantly positively related to employee productivity, while regression analysis identified transactional leadership as the strongest predictor of employee productivity. The study implied that effective leadership practices and a positive organizational culture significantly contribute to employee commitment, motivation, and organizational productivity. Cooperative organizations were encouraged to strengthen leadership development and organizational culture enhancement programs to sustain productivity and organizational effectiveness.

INTRODUCTION

In contemporary organizations, productivity is increasingly recognized as a multidimensional outcome shaped not only by individual competencies but also by the organizational contexts in which employees operate. Organizational culture and leadership style are two contextual forces consistently linked to workforce effectiveness across diverse institutional settings (Robbins & Judge, 2022; Schein, 2010). In the Philippine cooperative sector, these dynamics take on particular importance given that multipurpose cooperatives serve as engines of local economic development and community welfare while simultaneously contending with documented challenges in employee attendance, job insecurity, and inconsistent performance (De Guzman & Cruz, 2024; CDA, 2025). Cooperatives in Bukidnon play vital roles in agricultural production, marketing, retail, and financial services, making employee effectiveness central to both organizational sustainability and community outcomes. The Philippine Cooperative Development Plan 2025–2030 underscores the need to professionalize cooperative human resources and strengthen performance management systems; however, localized empirical evidence on the organizational factors shaping productivity in Bukidnon's multipurpose cooperatives remains limited. Most prior studies have addressed job satisfaction or performance in isolation and have seldom integrated multiple productivity indicators within a single analytic framework focused specifically on this sector (De Guzman & Cruz, 2024).

Organizational culture, conceptualized through Schein's (2010) framework as the shared values, beliefs, and practices embedded in an organization, has been shown to influence employee satisfaction, commitment, and performance across a range of public and cooperative institutions (Tsai, 2011; Bautista, 2023). Alongside culture, leadership style constitutes a strategic lever for motivating employees and directing organizational behavior. Bass and Riggio's (2006) Full Range Leadership Theory identifies transformational, transactional, servant, and democratic styles as having distinct yet interrelated effects on employee motivation and productivity. Yet focused examinations of how these leadership styles collectively relate to employee productivity within Bukidnon's multipurpose cooperatives remain sparse.

Accordingly, this study examined the influence of organizational culture and leadership style on employee productivity among multipurpose cooperatives in the Province of Bukidnon. Specifically, it described the demographic profile of respondents; determined the prevailing level of organizational culture and the extent of leadership style utilization; assessed the level of employee productivity; and examined the significant relationships among organizational culture, leadership style, and employee productivity. The null hypotheses tested were: (Ho1) there is no significant relationship among organizational culture, leadership style, and employee productivity in multipurpose cooperatives; and (Ho2) no variables significantly predict employee productivity among employees of multipurpose cooperatives.

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LITERATURE REVIEW

Organizational Culture

Organizational culture is a foundational construct in management science, defined by Schein (2010) as the pattern of basic assumptions, values, and beliefs shared by members of an organization that influences behavior, interaction, and organizational effectiveness. Strong, positive organizational cultures have been empirically linked to higher job satisfaction, improved performance, reduced conflict, and sustained productivity (Tsai, 2011; Bautista, 2023). Research confirms that specific cultural dimensions including teamwork and collaboration, recognition and reward systems, communication practices, and relationship quality are particularly salient drivers of employee engagement and organizational effectiveness (Padilla *et al.*, 2022; CDA, 2025).

Teamwork and collaboration reflect the extent to which employees cooperate, share knowledge, and jointly address organizational challenges (Katzenbach & Smith, 2005). Alonderienė and Majauskaite (2016) found that collaborative work environments significantly improve employee satisfaction, workplace relationships, and organizational effectiveness. Recognition and reward systems influence motivation by signaling to employees that their contributions are valued; Aguinis (2019) demonstrated that well-structured reward practices improve commitment and work performance. Effective communication practices ensure clarity, transparency, and participation, with Bautista (2023) linking them to enhanced engagement and performance outcomes. Finally, relationship quality characterized by trust, respect, and mutual support positively predicts employee morale and organizational commitment, as documented by Eva *et al.* (2021) and Ng and Burke (2010). Collectively, these dimensions operationalize the organizational culture construct for the present study and are grounded in Schein's Organizational Culture Theory (2010) and the Human Relations Theory of Mayo (1933).

Leadership Style

Leadership style refers to the consistent patterns of behavior through which leaders influence, guide, and motivate followers toward organizational objectives (Bass & Riggio, 2006). The Full Range Leadership Theory posits that transformational, transactional, servant, and democratic styles each contribute distinctively to employee motivation and performance, with optimal outcomes emerging when leaders flexibly blend these approaches in response to organizational context.

Transformational leadership, characterized by inspiration, intellectual stimulation, and individualized consideration, has been consistently associated with higher employee commitment, creativity, and productivity (Bass & Riggio, 2006; Buil, Martínez, & Matute, 2019). Servant leadership, rooted in Greenleaf's (1977) principle of serving and empowering followers, fosters trust, loyalty, and long-term organizational commitment (Eva *et al.*, 2021). Democratic leadership promotes shared decision-

making and employee participation, aligning closely with cooperative governance principles and enhancing morale and engagement (Bhatti *et al.*, 2018; Iqbal, Anwar, & Haider, 2015). Transactional leadership relies on structured supervision, clear performance expectations, and contingent rewards to reinforce accountability, attendance, and rule compliance (Bass & Avolio, 2004). Contemporary empirical evidence consistently supports the view that organizations employing adaptive blends of these leadership styles achieve superior employee productivity outcomes (Khan, Rehman, & Fatima, 2022).

Employee Productivity

Employee productivity is conceptualized in this study as a multidimensional outcome manifested through job satisfaction, employee commitment, attendance, punctuality, and employment stability (Herzberg, 1968; Meyer & Allen, 1997; Robbins & Judge, 2022). Job satisfaction captures employees' contentment with tasks, work conditions, and rewards; organizational commitment reflects psychological attachment and willingness to remain in the cooperative; attendance and punctuality represent behavioral reliability and time discipline; and employment stability denotes perceived job security and long-term career continuity.

Herzberg's (1968) Two-Factor Theory identifies recognition, achievement, and intrinsic work qualities as motivational drivers of satisfaction, while Meyer and Allen's (1997) Organizational Commitment Model delineates affective, continuance, and normative components of attachment as predictors of performance and retention. Research consistently demonstrates that these productivity dimensions are positively influenced by supportive organizational cultures and adaptive leadership practices, making them appropriate dependent indicators for the present study (Robbins & Judge, 2022; Bakker & Demerouti, 2017).

MATERIALS AND METHODS

This study employed a quantitative, non-experimental descriptive-correlational research design to examine the relationships among organizational culture, leadership style, and employee productivity without manipulating existing workplace conditions. As Lappe (2000) and Creswell and Creswell (2018) affirm, this design is well-suited for identifying patterns and exploring associative relationships among variables in naturally occurring settings.

The study was conducted in the Province of Bukidnon, Northern Mindanao, Philippines, focusing specifically on Malaybalay City and Valencia City, the province's primary urban centers, where cooperative activity is most concentrated. Malaybalay City, the provincial capital, hosts diverse multipurpose cooperatives serving administrative, commercial, and agricultural functions. Valencia City, a commercial and trading hub, provides a more market-oriented cooperative environment characterized by heightened service expectations and performance

standards. Together, these cities offer a varied and representative context for examining organizational and leadership influences on employee productivity.

Respondents were 400 regular, full-time employees drawn from nine registered multipurpose cooperatives across both cities. Eligible participants were at least 18 years old, held non-probationary positions, and had completed a minimum of six continuous months of service. Complete enumeration sampling was employed, consistent with Neuman's (2014) recommendation that census-based approaches are appropriate when the population is finite, clearly bounded, and accessible, as it eliminates inferential error associated with partial sampling. The sampling

frame was established using the official registry of the Cooperative Development Authority (CDA).

RESULTS AND DISCUSSION

This chapter presents the gathered data and provides a comprehensive analysis and interpretation of the study's findings. It covers the demographic profile of the respondents, the levels of occupational stress, organizational support, and turnover intention as perceived by employees of multipurpose cooperatives in the Province of Bukidnon. Also discussed are the significant relationships between the independent variables and turnover intention.

Table 1: Demographic Profile Analysis of Survey Respondents (N = 400)

Variable	Category	Frequency (f)	Percentage (%)
Gender	Male	230	57.50
	Female	170	42.50
	Total	400	100.00
Age	20–30 years old	92	23.00
	31–40 years old	234	58.50
	41–50 years old	63	15.80
	51–60 years old	10	2.50
	61 years old and above	1	0.30
	Total	400	100.00
Civil Status	Single	210	52.50
	Married	182	45.50
	Others: (Widowed)	8	2.00
	Total	400	100.00
Length of Service	Less than 1 year	119	29.80
	1–5 years	219	54.80
	6–10 years	62	15.50
	Total	400	100.00

As shown in Table 1, the majority of the respondents were male, comprising 213 or 53.3 percent of the total sample, while female respondents accounted for 187 or 46.8 percent. This distribution reflects a near-balanced gender representation within the cooperative workforce in Bukidnon, though with a slight male majority. The findings suggest that multipurpose cooperatives in the province are relatively inclusive in terms of gender participation. This is consistent with national trends observed in the Philippine cooperative sector, where both men and women actively participate as employees and members, owing largely to the community-oriented nature of cooperatives Philippine Statistics Authority, (2023).

The close gender distribution further implies that organizational culture and leadership practices within these cooperatives are experienced similarly across genders, with implications for the generalizability of the study's findings. Notably, Eagly and Carli (2007)

had similar findings that gender composition in the workplace influences both perceptions of leadership and productivity outcomes, reinforcing the relevance of documenting this demographic variable in the present study.

The data reveal that the largest group of respondents falls within the 31–40 age bracket, comprising 234 respondents, or 58.5 percent of the total. This is followed by those aged 20–30, with 92 or 23.0 percent. Respondents aged 41–50 account for 63 or 15.8 percent, while those aged 51–60 represent only 10 or 2.5 percent. Meanwhile, only 1 respondent, or 0.3 percent, belongs to the 61 years old and above category.

These findings indicate that the cooperative workforce in Bukidnon is predominantly composed of young to middle-aged adults, with a substantial 81.5 percent falling within the 20–40 years age range. This age distribution suggests a workforce that is generally in its most productive stage, characterized by high levels of

energy, adaptability, and openness to innovation. Such characteristics are particularly valuable in cooperative settings where collaboration, responsiveness, and continuous improvement are essential.

Moreover, this age profile has important implications for leadership and organizational practices. Younger employees are often more receptive to participative and transformational leadership styles, which emphasize empowerment, shared decision-making, and professional growth (Bass & Riggio, 2006). In addition, as highlighted by Kooij *et al.* (2011), age plays a significant role in shaping work motivation and performance, with younger workers typically driven by development opportunities and career advancement. Overall, the dominance of employees within the productive age range reflects strong human capital potential and suggests a favorable foundation for organizational effectiveness and sustainability.

In terms of civil status, the data indicate that the majority of respondents are single, comprising 210 or 52.5 percent of the total respondents. This is followed by married individuals, accounting for 182 or 45.5 percent, while widowed respondents represent a small proportion at 8 or 2.0 percent.

This distribution suggests that the workforce in multipurpose cooperatives in Bukidnon is largely composed of individuals who are either unmarried or in the early to middle stages of family life. A predominantly single workforce may imply greater flexibility, mobility, and availability for work-related demands, which can positively influence productivity and adaptability within the organization. On the other hand, the substantial proportion of married employees indicates the presence of individuals who may value job security, stability, and long-term employment, contributing to organizational commitment.

The variation in civil status highlights the diverse personal circumstances of employees, which can shape their work attitudes and behaviors. As noted by Luthans (2011), civil

status may influence employee motivation, commitment, and performance, as family responsibilities and social roles affect workplace priorities. Employees with family obligations, for instance, may place greater importance on supportive organizational policies and work-life balance, emphasizing the need for management practices that are responsive to these differing needs.

As regards length of service, the data show that the majority of respondents, 219 or 54.8 percent, have been employed for 1 to 5 years. This is followed by those with less than 1 year of service, comprising 119 or 29.8 percent, while employees with 6 to 10 years of service account for 62 or 15.5 percent.

This distribution indicates that a large proportion of the workforce is relatively new in terms of organizational tenure. The dominance of employees within the 1–5-year bracket, along with a considerable number of those with less than one year of service, suggests that cooperatives in Bukidnon may be experiencing workforce expansion or moderate employee turnover. It may also reflect the developmental stage of these cooperatives, where staffing structures are still evolving.

Organizational tenure is a critical factor in understanding employee behavior, as it is closely linked to the accumulation of institutional knowledge, socialization into organizational culture, and alignment with leadership practices. As emphasized by Schein (2010), employees with shorter tenure are still in the process of internalizing organizational values and norms. Consequently, effective leadership becomes essential in guiding these employees, fostering engagement, and accelerating their integration into the organization.

Overall, the findings suggest that cooperative leaders in Bukidnon must adopt supportive, inclusive, and well-structured onboarding and development strategies to effectively manage a workforce that is largely in its early stages of tenure, thereby enhancing both retention and productivity

Table 2: Organizational Culture

Organizational Culture Dimensions	Mean	Descriptive Rating	Qualitative Description
Relationship Quality	3.6	Strongly Agree	Very High
Teamwork and Collaboration	3.56	Strongly Agree	Very High
Recognition and Reward System	3.37	Strongly Agree	Very High
Communication Practices	3.33	Strongly Agree	Very High
Overall Mean	3.47	Strongly Agree	Very High

Conversely, “Recognition and Reward System” and “Communication Practices” obtained the lowest means of 3.37 and 3.33, respectively, although both remained under the “Very High” interpretation. These findings imply that while employees generally perceive recognition and communication positively, there are still opportunities

to further strengthen reward systems and improve the transparency and flow of organizational communication. Enhancing these dimensions may reinforce employee motivation, trust, and long-term organizational commitment.

The investigations reviewed emphasized the importance

of organizational culture in improving employee productivity and organizational effectiveness. Alonderienė and Majauskaitė (2016) explained that collaborative organizational cultures strengthen employee relationships, teamwork, and workplace effectiveness. Similarly, Eva *et al.* (2021) found that supportive organizational environments promote employee engagement, trust, and positive workplace behavior. Moreover, Bautista (2023) concluded that organizations with strong communication, teamwork, and recognition systems demonstrate improved employee productivity and organizational performance. The prior research suggests that organizational culture significantly contributes to employee productivity and organizational success.

Table 3: Leadership Style

Leadership Style	Mean	Descriptive Rating	Qualitative Description
Servant Leadership	3.65	Strongly Agree	Always Utilized
Democratic Leadership	3.64	Strongly Agree	Always Utilized
Transformational Leadership	3.61	Strongly Agree	Always Utilized
Transactional Leadership	3.57	Strongly Agree	Always Utilized
Overall Mean	3.62	Strongly Agree	Always Utilized

of “Strongly Agree” and a qualitative interpretation of “Always Utilized”. This indicates that all leadership styles, servant, democratic, transformational, and transactional, are consistently practiced within the cooperatives, reflecting a balanced leadership environment

Among the leadership styles, servant leadership ($M = 3.65$) obtained the highest mean, followed closely by democratic leadership ($M = 3.64$). This suggests that leadership in the cooperatives is primarily people-centered, emphasizing participation, inclusivity, and employee well-being. On the other hand, transformational leadership ($M = 3.61$) and transactional leadership ($M = 3.57$) obtained slightly lower but still high means, indicating that both inspirational and performance-based leadership approaches are also present, though less dominant compared to relational leadership styles.

The findings imply that multipurpose cooperatives in Bukidnon operate under a hybrid leadership system where relational leadership approaches (servant and democratic) are more dominant than task-oriented styles. This suggests that employees are more likely to experience supportive supervision, participation in decision-making, and a culture of care and collaboration. The relatively lower mean for transactional leadership indicates that reward- and control-based systems exist but are not the primary drivers of employee motivation.

The results align with the investigations reviewed, which emphasized the importance of leadership style in improving employee productivity and organizational effectiveness. Eva *et al.* (2021) explained that supportive

The study draws support from the Organizational Culture Theory of Edgar Schein (2010), which explains that shared values, beliefs, and organizational practices influence employee behavior and workplace relationships. The study is based on the Human Relations Theory of Elton Mayo (1933), which emphasizes that positive relationships, communication, and employee involvement improve morale and productivity. These theories support the objective of the present study in determining how organizational culture influences employee productivity among multipurpose cooperatives in the Province of Bukidnon. Table 3 shows that the overall mean of leadership styles among multipurpose cooperatives in the Province of Bukidnon is 3.62, with a descriptive rating

leadership practices strengthen employee trust, engagement, and workplace relationships. Similarly, Buil, Martínez, and Matute (2019) found that transformational leadership enhances employee motivation, innovation, and job performance. Moreover, Khan, Rehman, and Fatima (2022) concluded that transactional and participative leadership practices positively influence employee efficiency, accountability, and organizational performance. The prior research suggests that effective leadership styles contribute significantly to employee productivity and organizational success.

The study draws support from the Transformational Leadership Theory of James MacGregor Burns (1978), which explains that leaders motivate and inspire employees to achieve organizational goals and personal development. The study is based on the Human Relations Theory of Elton Mayo (1933), which emphasizes that supportive leadership, employee participation, and positive workplace relationships improve employee morale and productivity. These theories support the objective of the present study in determining how leadership style influences employee productivity among multipurpose cooperatives in the Province of Bukidnon. The table 4 reveals that the overall level of employee productivity among multipurpose cooperatives in the Province of Bukidnon obtained an overall mean of 3.65, with a descriptive rating of “Strongly Agree” and a qualitative interpretation of “Highly Productive”. This indicates that employees consistently demonstrate strong productivity behaviors in terms of job satisfaction, commitment, attendance, punctuality, and employment

Table 4: Employee Productivity

Employee Productivity	Mean	Descriptive Rating	Qualitative Description
Employment Stability	3.67	Strongly Agree	Highly Productive
Punctuality	3.66	Strongly Agree	Highly Productive
Employee Commitment	3.65	Strongly Agree	Highly Productive
Attendance	3.65	Strongly Agree	Highly Productive
Job Satisfaction	3.64	Strongly Agree	Highly Productive
Overall Mean	3.65	Strongly Agree	Highly Productive

stability.

Among the dimensions, employment stability obtained the highest mean of 3.67, followed by punctuality with a mean of 3.66. These findings suggest that employees perceive strong job security and consistently demonstrate discipline and time consciousness in performing their duties. Conversely, attendance and job satisfaction obtained the lowest means of 3.65 and 3.64, respectively, although both remained verbally interpreted as “Highly Productive”. This implies that while employees generally maintain high productivity levels, continuous organizational support is still essential in sustaining employee satisfaction and attendance consistency.

The findings imply that employees of multipurpose cooperatives exhibit a highly productive workforce characterized by organizational commitment, punctuality, work stability, and positive workplace attitudes. The consistently high ratings further indicate that supportive organizational culture and effective leadership practices contribute significantly to employee productivity and organizational effectiveness. Moreover, the findings suggest that maintaining employee welfare, workplace support, and positive organizational relationships are important in sustaining long-term productivity within cooperative organizations.

The present study, guided by investigations reviewed, emphasized that employee productivity is strongly influenced by job stability, discipline, and satisfaction. Robbins and Judge (2019) explained that employee productivity improves when individuals experience job satisfaction, commitment, and positive work attitudes. Similarly, Bakker and Demerouti (2017) found that job resources such as stability, engagement, and supportive environments significantly enhance employee performance and productivity. Moreover, Meyer, Stanley, Herscovitch, and Topolnysky (2016) concluded that committed and satisfied employees demonstrate higher productivity, lower turnover intention, and stronger organizational involvement. The prior research suggests that employee productivity is a multidimensional outcome shaped by satisfaction, commitment, attendance, punctuality, and employment stability.

Collectively, the study supported by the Job Demands-Resources (JD-R) Theory of Bakker and Demerouti (2007), which explains that employee productivity increases when job resources such as stability, support, and engagement are present. The study is based on the Human Relations Theory of Elton Mayo (1933), which emphasizes that positive workplace relationships, communication, and employee well-being improve

Table 5: Correlation Analysis of Organizational Culture, Leadership Style and Employee Productivity

Independent Correlated with Productivity	Variables with Employee	Correlation Coefficient (r)	p- value
Organizational Culture		.766**	0.001
Teamwork		.572**	0.001
Recognition		.674**	0.001
Communication		.674**	0.001
Relationship		.715**	0.001
Leadership Style		0.808	0.001
Transformational		.731**	0.001
Servant		.722**	0.001
Democratic		.728**	0.001
Transactional		.745**	0.001

Note. **Correlation is significant at the 0.01 level (2-tailed).

morale and productivity. These theories support the objective of the present study in determining how organizational culture and leadership style influence employee productivity among multipurpose cooperatives in the Province of Bukidnon.

Table 5 presents the correlation analysis between organizational culture, leadership style, and employee productivity among employees of multipurpose cooperatives in the Province of Bukidnon. The correlation analysis revealed that organizational culture had a strong and significant relationship with employee productivity among multipurpose cooperatives in the Province of Bukidnon ($r = .766, p < .001$). Specifically, teamwork ($r = .572, p < .001$), recognition ($r = .674, p < .001$), communication ($r = .674, p < .001$), and relationship quality ($r = .715, p < .001$) were all significantly correlated with employee productivity. Among the dimensions, relationship quality obtained the highest correlation, indicating that positive interpersonal relationships within the organization are strongly associated with higher employee productivity.

These findings imply that employees become more productive when they experience collaboration, recognition, effective communication, and supportive workplace relationships. Since all computed p -values were lower than the 0.05 level of significance, the null hypothesis stating that there is no significant relationship between organizational culture and employee productivity was rejected. The results suggest that organizational culture plays an important role in strengthening employee performance and workplace effectiveness within multipurpose cooperatives.

The findings are supported by the investigations reviewed on organizational culture and employee productivity. Alonderienė and Majauskaitė (2016) explained that collaborative organizational cultures are positively associated with employee satisfaction, teamwork, and workplace effectiveness. Similarly, Eva *et al.* (2021) found that supportive workplace environments and strong organizational relationships are significantly related to employee engagement, trust, and productivity. Moreover, Bautista (2023) concluded that communication practices, teamwork, and recognition systems are significantly related to employee productivity and organizational effectiveness.

The study draws support from the Organizational Culture Theory of Edgar Schein (2010), which explains that shared values, communication patterns, and workplace relationships influence employee behavior and organizational outcomes. The study is also anchored on the Human Relations Theory of Elton Mayo (1933), which emphasizes that positive workplace relationships and employee involvement are associated with improved morale and productivity.

The correlation analysis further revealed that leadership style had a very strong and significant relationship with employee productivity ($r = .808, p < .001$). All leadership style dimensions were significantly correlated

with employee productivity, namely transformational leadership ($r = .731, p < .001$), servant leadership ($r = .722, p < .001$), democratic leadership ($r = .728, p < .001$), and transactional leadership ($r = .745, p < .001$). Among these dimensions, transactional leadership obtained the highest correlation coefficient, indicating that structured supervision, rewards, and performance monitoring are strongly associated with employee productivity. These findings imply that employees tend to perform better when leaders demonstrate supportive, participative, motivational, and performance-oriented leadership behaviors. Since all p -values were below the 0.05 level of significance, the null hypothesis stating that there is no significant relationship between leadership style and employee productivity was rejected. The results indicate that effective leadership practices are closely associated with improved employee productivity among multipurpose cooperatives.

The findings are consistent with the investigations reviewed regarding leadership style and employee productivity. Buil, Martínez, and Matute (2019) explained that leadership styles are significantly related to employee motivation, engagement, and work performance. Similarly, Khan, Rehman, and Fatima (2022) found that transformational, democratic, servant, and transactional leadership styles are positively associated with employee efficiency and organizational effectiveness. Moreover, Eva *et al.* (2021) concluded that supportive leadership behaviors strengthen employee trust, commitment, and workplace productivity. The study draws support from the Transformational Leadership Theory of James MacGregor Burns (1978), which explains that leaders who inspire and support employees are associated with higher organizational outcomes. The study is also based on the Job Demands-Resources (JD-R) Theory of Bakker and Demerouti (2007), which states that leadership support and workplace resources are positively related to employee motivation and productivity.

CONCLUSION

The study concluded that organizational culture among multipurpose cooperatives in the Province of Bukidnon was highly manifested, as employees positively perceived teamwork, communication practices, recognition systems, and relationship quality, which contributed to a supportive and harmonious work environment that enhanced employee engagement and organizational stability.

The study further concluded that leadership styles among multipurpose cooperatives were highly practiced, particularly servant, democratic, transformational, and transactional leadership, indicating that leaders effectively demonstrated participation, support, inspiration, accountability, and performance-oriented practices that enhanced employee motivation, commitment, and organizational effectiveness.

Moreover, the study concluded that employee productivity among cooperative employees was very high, as employees demonstrated strong commitment,

punctuality, attendance, job satisfaction, and employment stability, implying that supportive organizational culture and effective leadership practices enhanced employee performance and productivity.

The study also concluded that organizational culture had a significant positive relationship with employee productivity, suggesting that teamwork, communication, recognition, and supportive relationships improved employee morale, commitment, and overall productivity within multipurpose cooperatives.

Similarly, the study concluded that leadership style was significantly related to employee productivity, with transformational, servant, democratic, and transactional leadership styles positively influencing employee motivation and performance. Among these, transactional leadership emerged as the strongest predictor, indicating that employees responded positively to structured supervision, monitoring, and reward-based systems.

Finally, the study concluded that organizational culture and leadership style significantly predicted employee productivity among multipurpose cooperatives in the Province of Bukidnon, indicating that positive organizational conditions and effective leadership practices greatly contributed to sustainable employee productivity, organizational efficiency, and long-term institutional success

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