

Independent Project (LCLM6005)

The impact of leadership styles on the staff retention of healthcare workers at the Care Quality Commission (CQC) in the UK



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Chapter 1:

Introduction

The Care Quality Commission (CQC) is an independent regulator for social and health care service in England. They are responsible for ensuring that all healthcare facilities including hospitals, General practices (GP), dental surgeries and care homes meet the highest standards of safety quality of their performance.

The Care Quality Commission (CQC) was established in 2009 to oversee the registration, inspection, and monitoring of healthcare and adult social care professionals. This watchdog is responsible for enforcing the 2008 Health and Social care Act. According to House of Commons Library (2020) The establishment of the Care Quality Commission (CQC) marked a shift in how healthcare is regulated in the UK. It focused more on the quality of care and outcomes rather than the compliance with regulations.

On this Research Proposal for the Care Quality Commission CQC I will also analyse and explain their emerging issues, challenges and other valuable information about the safety and quality of healthcare services that they deliver and any others evidence that directly affects the organization, rating frameworks, policies, and inspections. In the Care Quality Commission leadership is a very Important part of the sector as many other sectors that can influence the employee retention.

Organizational culture and leadership are two of the most critical factors that influence the development and maintenance of a successful healthcare organization. The quality of care provided across different healthcare organizations depends on effective leadership. This is why the CQC has a vital role in this area. Effective leadership can influence various aspects of an organization, such as culture and satisfaction among staff members. It can also help retain and attract skilled workers

The Purpose of this research proposal

On this research proposal, I will investigate the leadership styles and the staff retention at the Care Quality Commission (CQC), their motivation models and theories and understand how the organization can improve their performance in the retention of employees, also determine the effects of different leadership techniques on the commitment, satisfaction, and motivation of employees. In my view and as I have experience working in the healthcare services these factors are known to be associated with organisation performance and stability.

Identify the characteristics of leadership styles positively or negatively that can affect the retention of employees, and this can be used to develop recommendations for the Care Quality Commission (CQC) also can explore the influence of staff members to focused on the healthcare workers who are involved in the various roles such as regulation and inspection.

Explore the key objectives of CQC which is to improve the care quality of all Individuals that living in care, moreover they have obligation to enforce the law and hold accountable service providers has grown in importance due to various factors. These include the increasing pressure on the NHS, the public's increasing health demands, and the need for better healthcare. Apart from monitoring and inspecting all healthcare services, CQC has the power to take enforcement action against those that fail to meet certain requirements, by releasing detailed reports and conducting regular inspections, the public could gain a better understanding of the quality of their services by ensuring safe care, improving care Quality, Increasing Transparency and supporting all Healthcare services.

Business Problem

High staff turnover is a common issue within on the Care Quality Commission (CQC). It can link to varied factors such as job dissatisfaction and leadership challenges. That has been affect the organization's operational continuity and lead to costly training and recruitment costs. Research has shown that leadership styles can influence employee retention. However, it is important that the agency continuously updates its approach to address the various challenges that affect the healthcare industry.

According to Department of Health and Social Care In (2024) an interim report has found some shortcomings in the CQC's performance. The agency was told to take immediate action to restore the public's confidence in its ability to provide quality healthcare. The secretary of state for health and social care has taken immediate action to improve the governance of the Care Quality Commission A senior oncologist has been appointed by the regulator to investigate the Quality Care Inspections of healthcare

services. In the Health care high turnover rates are often observed, and the effective leadership can help promote a more and encourage work environment. The average turnover rate of providers with the lowest score was 33.8%, while those with the highest were at 32.2% according to Skills for care (2023)

the Care Quality Commission (CQC) in regulating the leadership of healthcare Services is becoming more challenging. Apart from focusing on safety and quality, the agency also inspects how effective leaders are in improving the services they provide. The Care Quality Commission (CQC) must continue to evolve to meet the evolving needs of the healthcare industry. As the demand for rise, personalized care continues to rise, it is important that the agency's regulations are designed to accommodate the needs of patients and healthcare providers.

According to National Institute for Health and Care Excellence (NICE) (2021) The study also found that healthcare organizations can significantly affect the well-being and outcomes of their staff members by having good leadership. High-quality leadership can foster a culture of positive engagement, which can enhance the quality of care and reduce staff burnout. Unfortunately, if the leadership is not good enough, the quality of care may be affected.

Research Aim and Objectives

The Research aims to analyse the influence of leadership styles on the retention of staff members at the Quality Commission. It will then provide recommendations to improve the effectiveness of leadership practices.

- To explore the prevalent leadership styles within CQC.
- To examine the relationship between leadership styles and staff members.
- To identify the leadership practice that contribute to higher staff retention.
- To provide recommendation for leadership strategies.

Research Questions

1. What leadership styles are most praised within the CQC?
2. How do this leadership styles influence staff retention and turnover intention?
3. which leadership practice are perceiving as supportive by employee in relation to job satisfaction?
4. How can CQC modify its leadership development strategies to enhance staff retention?

Chapter 2:

Literature Review

Literature Review is essential part of academic writing that ensuring the originality and quality of the research. The literature review provides an overview of the various aspects of leadership styles and the relationship between turnover and retention in healthcare sector also explores the influence of leadership styles in the Care Quality Commission and healthcare organizations and examine the existing literature and provide recommendations on the appropriate leadership styles to improve employee retention. The chapter aims also to justify the leadership of the Care Quality Commission.

In the healthcare Organisations they should adopt effective Leadership techniques to improve the quality of their services and also staff satisfaction, the Care Quality Commission should consider Implementing some leading styles such as **transformational, traditional, and Laissez-Faire leadership** despite they have various leadership styles that they work with such **Collaborative leadership, Person-Cantered, Co-Production** and **Data-Driven** that been helping them to deliver effective management and high quality of care services. The Care Quality Commission has been criticized and debated for its effectiveness however, the literature presents evolving portrait of their performance, challenges, and roles.

It should be initiated from within, with the help of service users and frontline personnel. While it recognizes the importance of the agency as a regulator of healthcare services it also highlights areas for improvement. The efficiency and effectiveness of operation are identified as a major concern. The issue of the backlog in the inspection of healthcare facilities is a recurring criticism. This is because some providers will not be inspected for an extended period, which can prevent them from being rated properly. This can also affect the quality of care and safety of patients.

The quality of the inspections conducted by the Care Quality Commission (CQC) has come under increasing scrutiny due to the complexity of the healthcare delivery system. Some experts claim that the agency's current inspection methods do not capture the full range of services that are provided within the healthcare system. As the healthcare industry continues to evolve, it is important that the inspections can assess the various nuances of the healthcare delivery system.

Back to the topic up mentioned abouts leadership styles, here I will talk about some of the common leadership that organisations adopt to guide as understand better the type of leadership styles the Cre Quality Commission (CQC) adopt, or which type they should adopt for the best performance.

Major Leadership Styles in Health and Social Care



(Haven, 2025)

Leadership styles

A good leader in the healthcare industry is someone who can inspire their team and make significant decisions. Albie Haven (2025) also the methods or characteristics that they used to direct and motivate their team, the personality values, experiences, and skills of the leader can have a significant impact on how effective they are at motivating or directing their team.

It is important to understand that leadership styles affect every aspect of work, from making decisions, to interacting with team members. According to IMD Blog (2025), leaders who are knowledgeable about their own approach and can articulate their ideas are more likely to build trust and inspire confidence within their organizations. The characteristics of leadership style determine how he or she responds to changes, develops a strategy, and manages the expectations of their team members. It also affects how they communicate with others, delegate tasks, make decisions in stressful situations, and adapt to varying team dynamics.

- **Transformational leadership:** These are those who inspire individuals to make positive changes in their lives, also that typically kind of leadership that is passionate, stimulates, and concerned with

the group's success by participating in the process to improve their performance and make them feel more empowered, they also focus on helping members of a group to develop their talents.

- **Laissez-Faire:** Approach allows workers to decide how they perform their work and whether their actions should conflict with the company's objectives. Unlike Autocratic leadership, this method allows workers to make their own decisions regarding how they want to complete tasks. The employees' strengths and talents are considered when it comes to choosing who should be working on projects.

Laissez-faire leadership suits individuals who like to work in industries that foster creativity and those who prefer to do so independently. Unlike Traditional methods, which require workers to follow specific procedures, managers with this type of leadership leave it up to the employees to decide how they want to finish their tasks.

Autocratic: A leader who follows the Autocratic leadership approach provides clear instructions on how and when work should be done. He or she mainly will focus on controlling and influencing the followers, and there is a separation between them. The leader also has little or no input from the other members. This type of leadership operates independently, and decisions are typically made by the leader alone.

- **Democratic:** Leadership styles they also called as **participative** or **shared leadership**, is a type of leadership that involves members to participate in the decision-making process. It can be used by some organisation such as private business or schools. In almost half of the world used democratic method leadership as they allow individuals to participate to exchange ideas without being censored. According to Msed (2025), all leaders that used Democratic styles are honest and make decisions according to their values and morals. They also tend to be open to different points of view.

- **Transactional (Traditional Leadership Theory)**

A transactional style of leadership involves discipline, supervision, and rewards based on performance. It may not foster emotional engagement or innovation, though it ensures accountability and structure. This Leadership style ensures that the procedures are followed in healthcare regulatory bodies such as the Care Quality Commission (CQC).

Leadership and Staff Retention

Staff retention is a critical issue in the health care organisation globally, particularly in the UK. This can have significant consequences such as reduced lack of knowledge; the findings indicate that the quality of care provided in a nursing home could change due to a small staffing change. The literature presents an evolving portrait of the CQC's performance, challenges, and roles. While it recognizes the importance of the agency as a regulator, it also highlights areas for improvement. One of the most critical factors that an organization can consider when it comes to its employee turnover is leadership. According to studies conducted by Iqbal, (2021). Transformational leadership is known to improve employee satisfaction and commitment. On the other hand, Laissez-faire and Transactional leadership styles can have detrimental effects on retention.

It is essential that the agency continues to evolve to meet the needs of the healthcare sector, which is constantly changing. This new framework should be able to accommodate the varying needs of patients and healthcare services, and this also will require the agency to continuously adapt its approach to ensure that it is able to capture the various complexities of modern healthcare, the care Quality Commission as important part of the healthcare system in England. They are ensuring that patients receive the best possible care and that service users are treated with dignity and respect.

There is evidence showing that various factors, such as job satisfaction, professional development opportunities, and organizational commitment, can influence staff retention. A study conducted by nursing BMC (2025), revealed that Transformational leadership can help reduce staff burnout by improving their motivation, well-being, and overall health. Better work balance, and staff can also cultivate positive relationships with their superiors and coworkers.

The Healthcare Quality

Regulator healthcare organizations, such as the Care Quality Commission (CQC), effective leadership is essential to navigating complex environments. In healthcare environments, there are high workloads, multiple professional teams, and significant organizational and regulatory pressures. Because of this, leadership styles must be able to address the various needs of staff. These include psychological needs, autonomy, and professional relationships. It can help boost team morale, reduce burnout, and improve organizational loyalty. Unfortunately, there are limited studies on the effects of leadership on the performance of healthcare organizations, such as the CQC.

Theoretical Frameworks

Some of the most popular theoretical frameworks include the Transformational leadership theory, the leader-member exchange theory, and the job embeddedness theory. These suggest that a good leadership relationship can influence an employee's decision to stay with the organization. The Care Quality Commission (CQC) uses the results of the inspection process to make judgements on each outcome group. For instance, if a service has a long history of delivering satisfactory performance, it should regard as excellent. On the other hand, areas for improvement can sometimes identified and managed differently.

The job demands resources framework is another relevant model it stands that leadership can help buffer the demands associated with work. The various theories presented in this literature will serve as the basis for the subsequent research on the leadership style that will be conducted.

The literature clearly states that relational and Transformational style leadership are associated with employee retention in healthcare environments. However, there is still a gap. In this research regarding the application of these concepts in the UK regulatory framework. The chapter I will discuss the methodology used in this study to examine the effects of these leadership approaches on the retention of healthcare staff members at the Care Quality Commission (CQC).

Reviewing Existing Research & Identifying Gaps

There is some evidence showing that leadership can affect retention in the public sector, but there is a lack of research on the effects of leadership on the quality of service. On this research I will fill this gap and provide practical advice for leaders. Research has shown that leadership styles are known to be associated with higher turnover and retention intentions among healthcare workers. Several studies have shown that adopting a more authentic and transformational style is associated with a higher level of job satisfaction and organizational commitment. On the other hand, adopting a passive or abusive style is linked with a higher likelihood of staff turnover.

The literature has indicated that the type of leadership style that an organization uses can affect its workforce retention and turnover intention. The effect of relational, transformational, and Autocratic leadership styles on staff retention has been shown. However, the context of the CQC has not been studied, in this research will examine how leadership styles influence retention among healthcare workers within the UK and within the Care Quality Commission in the next chapter I will reveal the Methodology for the research.

The research also suggests that leadership can help retain employees by providing them with support and developing their skills. It can additionally help them reduce their stress levels and improve their performance. Some researchers believe that leadership is indirectly related to various factors such as job satisfaction and psychological safety.

Reports by large organizations highlight the workforce pressures faced by the UK's social and health care sectors, which can have a significant impact on the effectiveness of leadership. In the state of care report by the Care Quality Commission also highlights the challenges that face management of adult social care and healthcare.

Chapter 3:

Research Methodology

This chapter describes the research methodology utilized in the study of the effects of leadership styles on healthcare workers retention in the UK care Quality Commission. It also covers the aspect of the research design, sampling strategy, data Analysis methods, ethical considerations, and the philosophy of the study, the objective is to ensure that the procedures and methods are appropriate and transparent.

Research Philosophy: Pragmatism

A research paradigm is a framework that describes the assumptions and beliefs that are used to construct a research project, these can include personal or discipline-specific beliefs (Ulz, 2023). In the philosophical concept of pragmatism, the aims to emphasize the practical applications of ideas and utilization of approach that can best tackles specific research problem. It does not follow a single worldview or methodology. It focuses more on finding what work within a given situation, according to Prime (2024). As a philosophy of my research, pragmatism allows me to select the appropriate technique, procedures and methods for this research objectives. pragmatism advocates believe that combining qualitative and quantitative methods also can provide a more profound understand of complicated phenomena.

As this research philosophy is based on pragmatism, which emphasized the practical application of knowledge it avoids adopting a single philosophical perspective and instead focuses on the best way to address the research questions, is also focused on analyses the factors that can affective the retention. the effects of leadership styles on the Care Quality Commission (CQC) The Integration of qualitative and quantitative method is acknowledged as a valuable way to gain deeper insights into the operations of healthcare organisations.

For instance, data collected from the interviews or surveys can provide better understand into the trend of staff turnover rates. On the other hand, qualitative information from focus groups or interviews can provide perception of healthcare workers about leadership practices. The adoption of a pragmatic framework in my research is to ensures that the study will focus on the generative actionable insights and help improve the UK healthcare system.

Research Design

The research was conducted using a Mixed-Methods approach that combines qualitative and quantitative data to produce a more accurate picture of the influence of leadership styles on employee retention. The quantitative component of this study aims to measure various factors such as the leadership style of individuals, job satisfaction, and the intentions of employees to leave or stay. The qualitative component, on the other hand, is focused on healthcare workers' experiences and perceptions of leadership.

The design of this platform aligns with the principles of pragmatic research. It aims to provide a deeper understanding of the research by emphasizing the importance of data triangulation and the work that goes into answering the question.

Research Approach

The objective of this research used explore the perceptions of employees about their leaders and the influence that they have on retention. Morale and commitment are crucial to the quality of service that healthcare organizations provide. Mixed-Methods approach I will create some questionnaire to give all those working with healthcare. That will allow me to explore the complex cultures and behaviours of Care Quality Commission CQC their leading styles.

The staff and the expectations of disabled people are based on the belief that they have the right to choose their own health and independence. This belief it will reflect in the company's commitment to providing the best possible care and support. However, there has been a commercial imperative to achieve high ratings. The delivery of these services has been a key factor in the company's success, as it has allowed it to maintain its competitive advantage and reduce its costs.

Mixed Methods

The concept of mixed method research involves using both Qualitative and Quantitative this research techniques in a single study or in multiple related studies **Quantitative method:** is useful in determining the relationships and trends between various factors. It can be done by surveying, experimenting, and using biological and structured observations. **Qualitative Methods:** research are useful in gaining a deeper understanding of people's perspectives and experiences. They can be used in various ways such as interviews, field notes, and focus groups (Saunders, 2019).

Abduction

According to Saunders (2019) a deductive approach is usually focused on developing a hypothesis or a theory based on an existing one. Then, it comes up with a strategy to test the theory. The use of Abductive reasoning is ideal to developing new theoretical theories and conducting empirical investigations. As my topic about how leadership styles can influence employee retention in a healthcare system, which is currently focused on the Care Quality Commission (CQC) Environment it allows me to explore the ideas behind complex phenomena in a flexible manner. This approach can also help develop effective and efficient explanation to conducting the research in areas where the objective is to develop new theories and investigate new empirical findings.

In the context of my research which is the influence of leadership styles on the retention of staff in the healthcare sector in the UK is intriguing. Existing theories may not be able to fully explain the situation. Abductive reasoning is ideal for situations where plausible conclusions are required the research process involves collecting various data and using of an abductive logic method is useful to develop theories and performing investigations on complex subjects.

Sampling Strategy

This section describes the selection process that will determine which individuals will be part of the sources to ensure that the data collected is reliable, valid, and representative of the Care Quality Commission (CQC) that will be asking all healthcare workers and will be 50 to 60 participants. The study will investigate how leadership styles affect staff retention.

Purposive Sampling (non-probability sampling)

The concept of purposive sampling is in line with the study qualitative nature. The researcher seeks individuals who are knowledgeable about the complex experiences that organizations and individuals have. The quality of leadership is often influenced by the factors that affect employee morale and job satisfaction. In healthcare settings, where the leadership is crucial, the quality of the leadership is often influenced by the factors that affect employee morale and job satisfaction. To ensure that the data collected is relevant to the individuals who are most capable of providing the best possible service, the methodology used for this study is based on a purposive sampling.

Data Collection Methods

The use of data collection techniques is essential, as the information they gather is used and the explanations they can provide are determined by the analytical approach employed by the researcher. On this research proposal I will use the Primary data collection process that by gathering information from a first-hand source. data that the organization plans to use. And secondary data.

A qualitative data collection process typically involves asking open-ended questions, which can be formatted in a free-text style. These questions are ideal for capturing individuals' perceptions, beliefs, or knowledge in a clear and objective manner. Good questions should be able to elicit coherent responses from all respondents, while also inviting a variety of perspectives. (Grad Med Edu 2016). I will be using the secondary data for my sources which will creating questioners.

Data Analysis Methods

This section will cover various steps that involved data analysis process. The analysis will investigate the leadership styles of the Care Quality Commission and the staff members retention. The process will carry out to ensure that they follow the proper ethical standards. The qualitative phase will focus on analysing the data to gain a better understanding of the effect of leadership styles on staff retention. The questioners will give detailed perceptions of the leadership style and the experiences of the employees at the Care Quality Commission. Data collected from qualitative sources will be managed using NVivo the qualitative mixed-methods data analysis and This can be done manually if the digital software is not available.

Statistical Analysis

A statistical analysis is a process utilized to identify trends and patterns in the data collected from a study. It involves the summarization and interpretation of the data. This study was conducted on the data collected from 30 employees of the CQC.

The percentage and frequency of responses that were linked to each theme were analysed to determine how prevalent certain views were among the participants. For instance, the concepts of transformational leadership and the lack of managerial support were identified. The findings of this study are presented clearly and easily, supporting the meaningful discussion about the influence of leadership on employee retention.

Thematic Analysis

The approach of thematic analysis is flexible and systematic in nature, and it can be used to identify and report on various themes and patterns in collected qualitative data. It does not depend on any theoretical idea, and it can be employed with an abductive technique that combines data-driven and theory-based approaches (Braun and Clarke (2021)). In this research I used the Qualitative Data, and Thematic Analysis method to investigate how leadership styles affect the retention of healthcare workers into the Care Quality Commission (CQC). is also appropriate for conducting well to analyse the perceptions and experiences of healthcare workers in the workplace, moreover, to identify the factors that influence their perceptions of the organization's culture. Due to the nature of the interaction between people and social conditions, the factors that affect staff retention and leadership are complex. With the help of qualitative data, I can deeper understand of the cultural environment and the. various dynamics of the workplace.

According to Pattali (2024), leadership techniques can help employees enhance their efficiency and perform better. They can also help them extend their stay with their current employer. The study demonstrates that the support for transformational leadership can have a negative impact on the intention of employees to leave, while the support for genuine leadership can have a positive effect. To avoid this effect, managers should pay more attention to developing effective leadership techniques and focus less on the support for transformational leadership.

Ethical Considerations

To conduct research, it is important that the ethical guidelines are followed to protect the rights and confidentiality of the participants. These guidelines will be aligned with those established by various ethics committees within the healthcare industry. All participants will be informed about the study's purpose and nature prior to participating. Consent forms will also provide to them. The sources objectives are clear, as well as how the collected information will be used. Details about the participants' participation, such as their right to withdraw, are also known. Participant can be able to provide contact information, Or the can chose to be anonymous. The chapter describes the research methodology utilized for the study, which investigated the effects of transformational and relational leadership styles on the retention of staff members at the Care Quality Commission (CQC). It was done through a mixed-method approach, which involved quantitative and qualitative analysis through NVivo and SPSS. The results and discussion about the findings will be presented in the next chapter.

Chapter 4:

RESULTS AND DISCUSSION

The chapter discusses the findings of research that investigated the effects of leadership styles on the retention of healthcare workers in the UK's Care Quality Commission. The research revealed that the **Autocratic, Transformational, and Democratic** leadership techniques can influence employee motivation, satisfaction, and willingness to stay with the organization. This chapter thoroughly summarizes the survey's findings, which were gathered from 30 employees. It also includes statistical presentations and discussions about the research findings in accordance with relevant sources. The chapter's objective is to provide an extensive analysis of the data, as well as reveal how leadership styles within the Care Quality Commission (CQC) can affect the retention of employees.

Demographic Characteristics of Respondents

The data collected from demographic sources provide a deeper understanding of the views of diverse groups regarding leadership styles and the factors that affect their retention and career choices. The information collected includes gender, job role, and length of service. The part also to be discuss is characteristics of leadership styles that are commonly perceived at the Care Quality Commission (CQC) are **transactional, transformational, and laissez faire**. The characteristics of leadership styles are also known to influence the retention and job satisfaction of employees. The factors that can affect employee retention include the workload, professional development, and communication. This discourse combines the findings of empirical research with relevant literature to highlight the contradictions, consistencies, and implications of leadership in healthcare sector.

Gender of Respondents

The results indicated that the percentage of male respondents who participated in the Questionnaire which is **(57%)** was higher than the female respondents with **(43%)**. Although healthcare professions are typically dominated by women, the regulatory agencies such as the CQC have a more balanced representation due to their responsibilities in overseeing inspections and administrative tasks. The near-balanced distribution of perspectives helps ensure that the study reflects various experiences. Differences in the expectations of male and female employees can affect how they view leadership behaviour. For instance, male staff members prefer a structured approach to leadership, while female

workers value collaboration and communication. This research balanced distribution minimizes gender prejudice, and it shows that an inclusive workplace can help improve employee retention.

Descriptive Statistics

This sample was made up of individuals working in various roles within the organization, including managerial positions. It had a variety of tenures and a balanced gender balance.

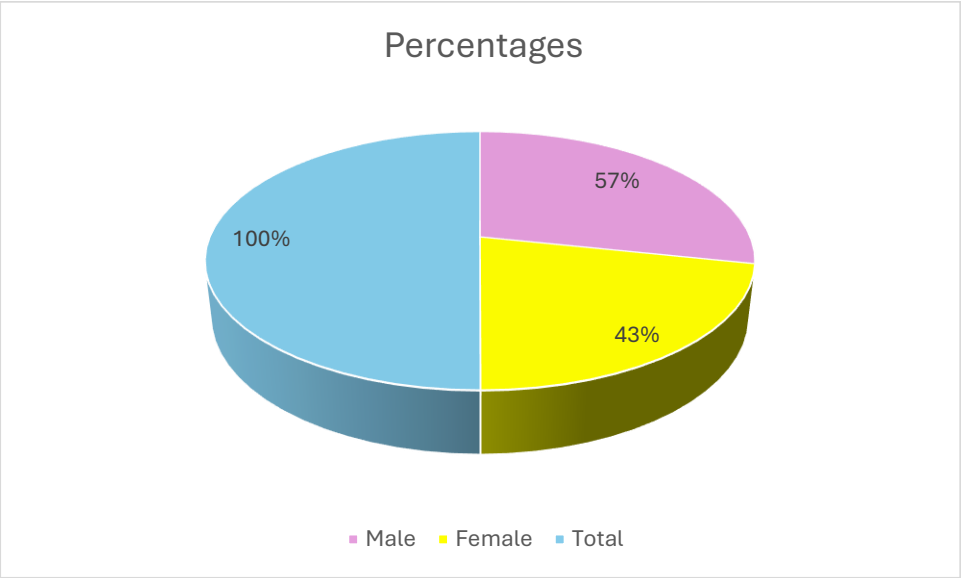
Sample Demographic Profile

The sample composition is representative of the many employees of the CQC. Most of them have been with the organization for over three years, which suggests that they have a good understanding of the organization's culture and leadership practices.

Table 1. Gender of Participants

Responses	Frequency	Percentages
Male	17	57%
Female	13	43%
Total	15	100%

Figure 1



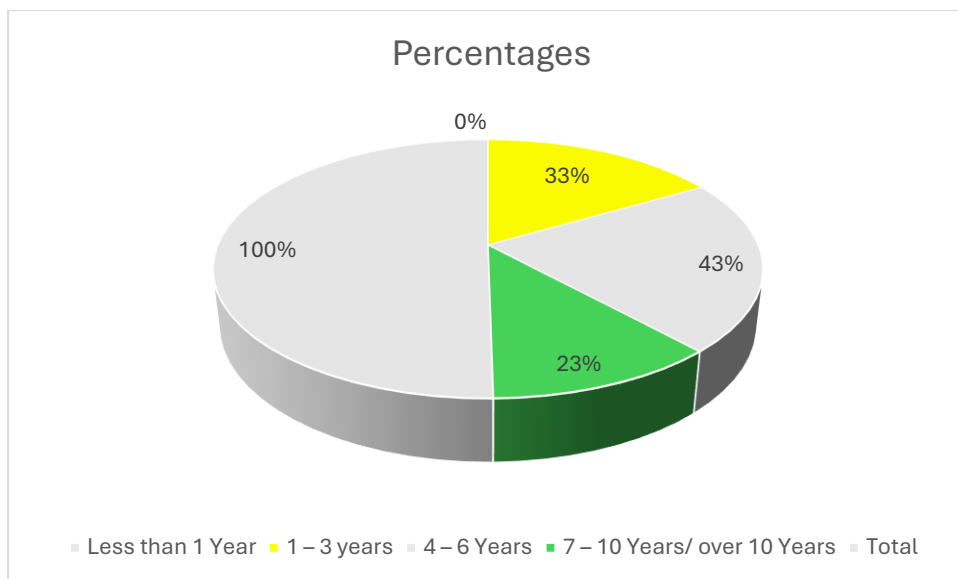
Interpretation of Gender of Participants

These results indicate that men participate more than women, **Male:** 17 participants (57%), **Female:** 13 participants (43%). this shows that the sample is like the general workforce when it comes to gender diversity.

Table 2. Length of Service

Responses	Frequency	Percentages
Less than 1 Year	0	0%
1 – 3 years	10	33%
4 – 6 Years	13	43%
7 – 10 Years/ over 10 Years	7	23%
Total	30	100%

Figure 2



Interpretation of Length of Service

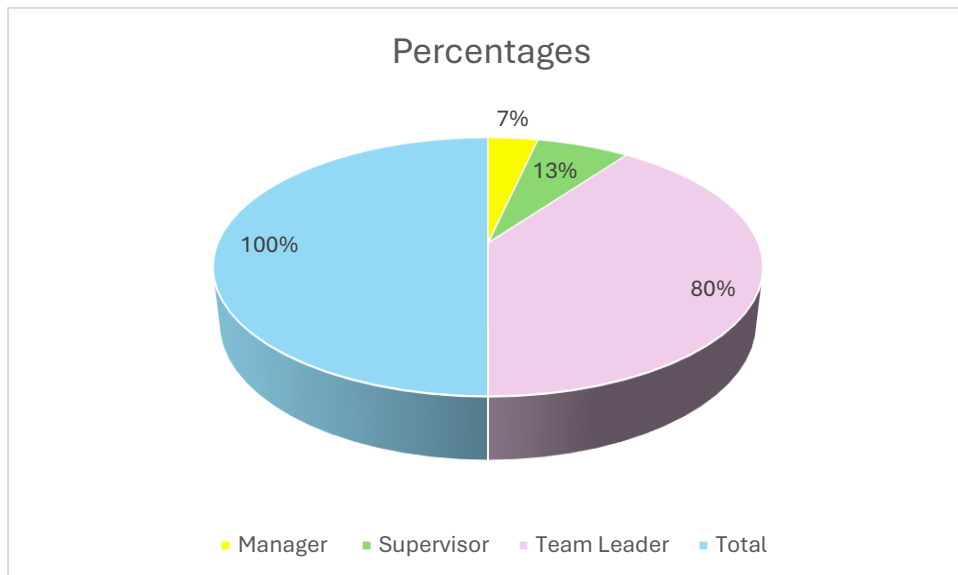
The information collected from the respondent about their services duration can help reveal the experience level of the members of the organization which is **Less than 1 year: 0 participant (0%), 1 – 3 Years: 10 participants** which represent **(33%)**, **4 – 6 Years: with 13 Participants** represent **(43%)** **7 – 10 Years / Over 10 Years: 7 Participants** represent **(23%)**.

The percentage of employees who have been with the company for more than **one year** represent the minority of percentage which **0%** and the majority are **13 participant** which is represent the **43%** following the **10 participant** that represent **33%** of those been working in the from **4 -5 years** and **23%** percent represent those who have been worked at the company for **7 – 10 years** or more than **10**. The sample did not include many employees with less than a year of service, which suggests that the company did not have recent hires. In conclusion most affects individuals who participated in this study have been with the same organization for a significant period, which provided a balanced view of how leadership styles and employee retention affect one's retention. But, when it comes to long-term employees, the lower proportion suggests that more research is needed to understand the factors that can influence their retention.

Table 3. Position of Participants

Responses	Frequency	Percentages
Manager	2	7%
Supervisor	4	13%
Team Leader	24	80%
Total	30	100%

Figure 3



Interpretation of percentages of Participants' Position

The respondents' position within the organisation provide insight into their role and responsibilities. The **Manager are 2 participants** which is **7%**, **Supervises are 4 participants** which is **13%**, and the majority are **team Leaders with 24 participant** which is represent **80%**. In total of 30 participants. Based on the data the majority are the **team Leaders with 80% of participants** These individuals typically have a significant number of responsibilities when it comes to managing and guiding teams, and they play a crucial part in the organization's leadership structure. The data's representation reflects the experiences and views of middle managers. This information can provide insight into the various leadership styles and their effect on employee retention.

round **13%** of the participants are supervisors, who typically **supervise teams** or areas and report directly to higher-level administrators. Although they are less numerous, these supervisors can provide valuable insight into the challenges that come with implementing effective leadership techniques on the ground.

Quantitative data – Statistical Analysis

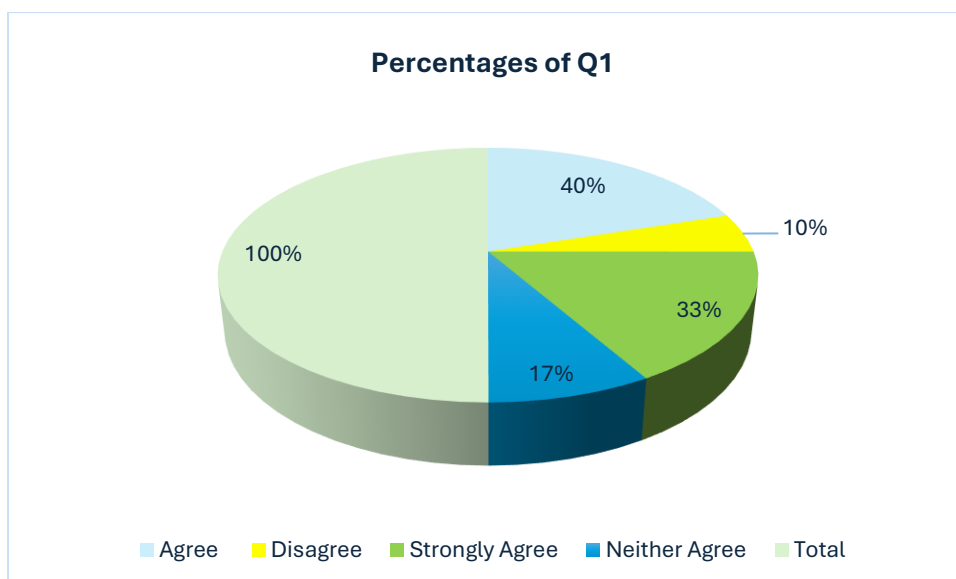
The quantitative data collected in this research came from a questionnaire that was designed to collect information about the leadership styles and employee retention intentions. The Likert scale was used to convert the responses into numerical figures that can be used for statistical analysis. The data will be evaluated and coded to enable inferential and descriptive statistical.

Combined percentage graph for Q1 TO Q13

Table 4. Line manager inspires and motivates staff to achieve shared goals

Responses	Frequency	Percentages
Agree	12	40%
Disagree	3	10%
Strongly Agree	10	33%
Neither agree	5	17%
Total	30	100%

Figure 4



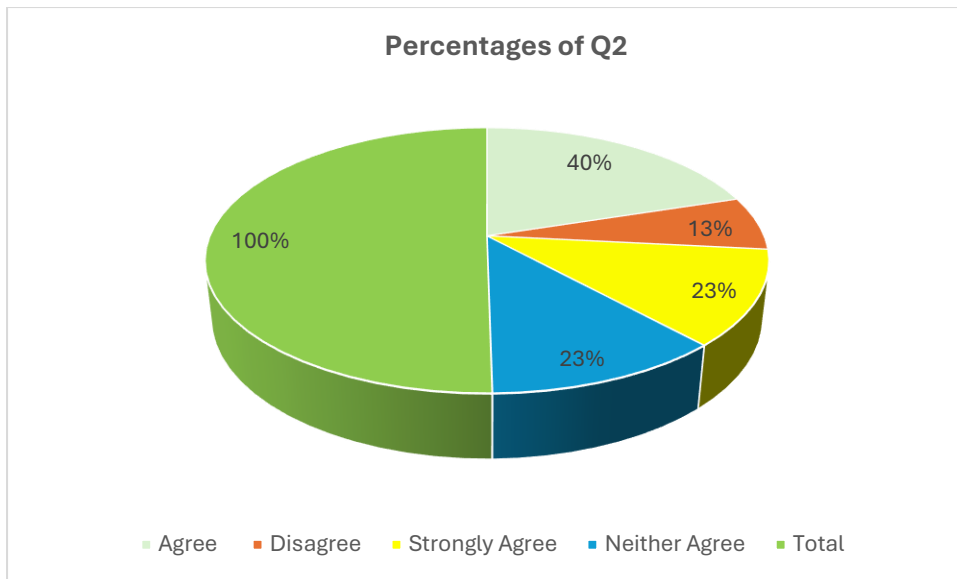
Q1 Interpretation of Responses

- Around **12 participant (40%)** of the respondents stated that they agreed with the question or statement that was presented. This indicates that a substantial portion of the sample holds favourable views about the topic.
- A significant proportion of the respondents, **10 participant (33%)**, firmly agreed with the statement, demonstrating that a substantial number of the respondents have a favourable and strong opinion of the subject. This indicates that most of the participants share the same opinion.
- A small group of respondents which **5 participant (17%)** does not agree or disagree with the statement about the topic. This suggests that they are uncertain about the issue or are not satisfied with the current situation.
- **3 participant (10%)** of participants disagreed with the statement, which indicates that there are people who do not share the same opinion. The overall sentiment is generally positive, though some people are not agreeing with the statement.

Table 5

Responses	Frequency	Percentages
Agree	12	40%
Disagree	4	13%
Strongly Agree	7	23%
Neither agree	7	23%
Total	30	100%

Figure 5



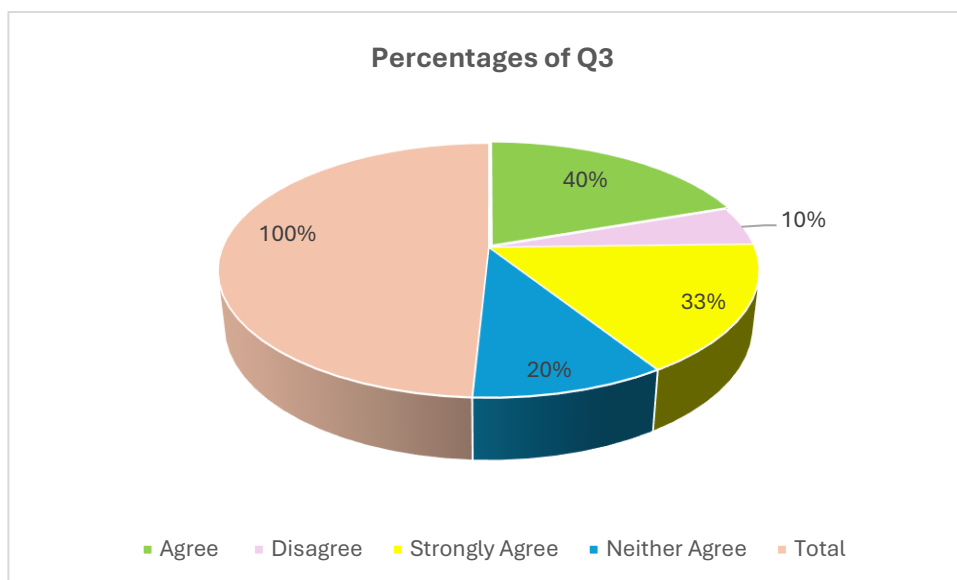
Q2 Interpretation of Responses

- Around **12 participant** which represent **(40%)** of the participants stated that they agreed with the question or statement that was presented. This indicates that a substantial portion of the sample supports the given topic.
- **7 participant** which represent **(23%)** of participants, has stated that they firmly agree with the statement. This shows that many people have a favourable opinion of the issue
- The same number of **7 participant** with **(23%)** of the respondents stated that they neither agreed nor disagreed with the statement. This indicates that they either aren't sure about the issue or are indifferent to it. This suggests that they may lack the necessary experience or knowledge to make an informed decision.
- A small number of 4 participant with percentage of **(13%)** of the participants disagreed with the statement. This indicates that there is still a minority of people who have an opposing or negative opinion. Although most of the respondents either agreed or were neutral, there was still a small group of dissenters.

Table 6

Responses	Frequency	Percentages
Agree	12	40%
Disagree	3	10%
Strongly Agree	10	33%
Neither agree	6	20%
Total	30	100%

Figure 6



Q3 Interpretation of Responses

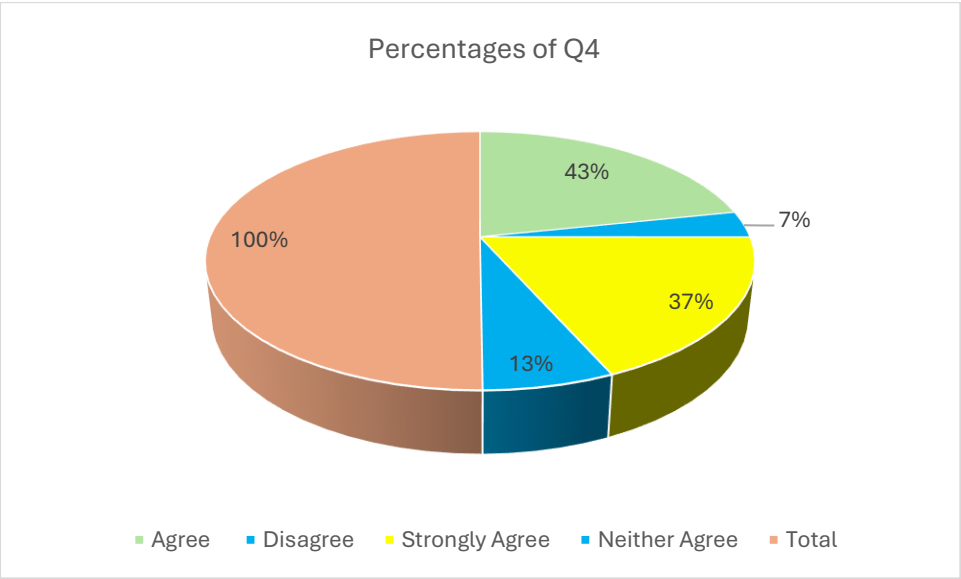
The largest group of participants, which had **12 participants 40%** support, agreed with the statement. This suggests that a substantial proportion of the sample supports the idea of discussing certain subjects or issues. **10 participants 33%** of the participants agreed with the statement, which indicates that a significant portion of the sample exhibited a favourable outlook toward the topic. This strong concurrence in support of the statement also highlights the diverse range of opinions held by the members of the sample.

About **6 participants 20%** of the participants are not agree or disagree with the statement. This indicates that a portion of the group may not have a strong opinion about the topic. They might also be feeling indifferent or uncertain about the situation. Only **3 participants 10%** of the respondents agreed with this statement. This indicates that although most of them support the statement, they may not agree with it completely.

Table 7

Responses	Frequency	Percentages
Agree	13	43%
Disagree	2	7%
Strongly Agree	11	37%
Neither agree	4	13%
Total	30	100%

Figure 7



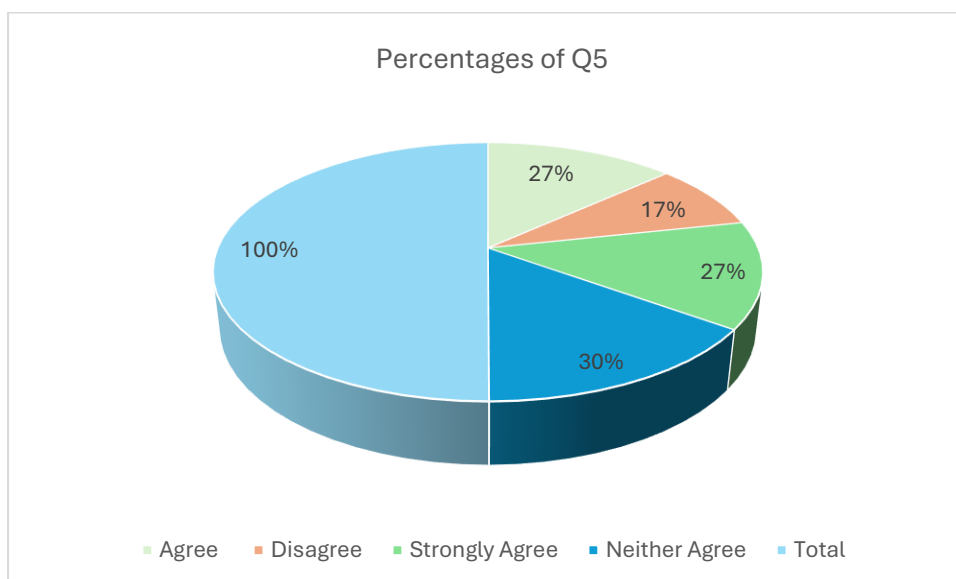
Q4 Interpretation of Responses

Around **13 participants with (43%)** of the respondents agreed with the statement, which indicates that a substantial portion of the sample shares a favourable view of the issue. This suggests that most of the respondents do not have a firm majority opinion. **11 participants which represent (37%)** of the respondents, demonstrating a substantial proportion of the sample exhibits a firm positive attitude. A small group of **4 participants 13%** didn't agree or disagree with the statement. This suggests that a portion of the respondents may not have a strong opinion on the subject. In addition, this could mean that they are uncertain about the issue. Only **2 participants 7%** of the respondents said they disagreed with the statement. This indicates that there is some opposition, but most of the participants either agreed or showed neutrality.

Table 8

Responses	Frequency	Percentages
Agree	8	27%
Disagree	5	17%
Strongly Agree	8	27%
Neither agree	9	30%
Total	30	100%

Figure 8



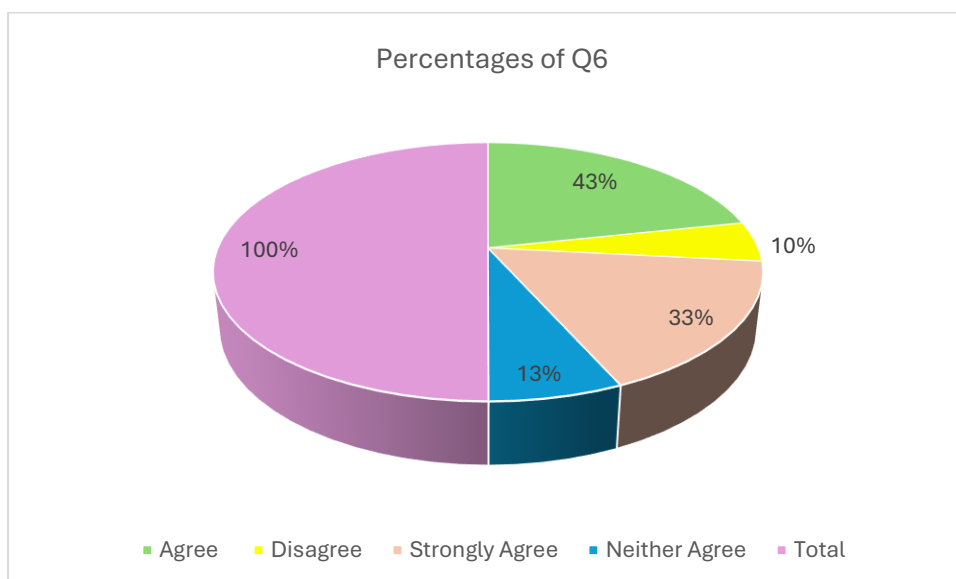
Q5 Interpretation of Responses

The percentage of people who agreed with the statement was **8 participants which represent (27%)**. This figure represents the moderate level of support for the statement. A total other **8 participants with (27%)** of the participants stated that they agreed with the statement. This figure is in line with the "Agree" category, which indicates that a significant portion of the sample shares a favourable outlook toward the issue. Around **9 participants 30%** of the state are neither agree nor disagree with the statement. This indicates that a significant portion of the population is either undecided or has a lack of a strong opinion on the subject. A minor percentage of the **5 participants with (17%)**, disagreed with the statement. Even though this is a minority figure, it indicates that there is still negative sentiment or opposition to it.

Table 9

Responses	Frequency	Percentages
Agree	13	43%
Disagree	3	10%
Strongly Agree	10	33%
Neither agree	4	13%
Total	30	100%

Figure 9



Q6 Interpretation of Responses

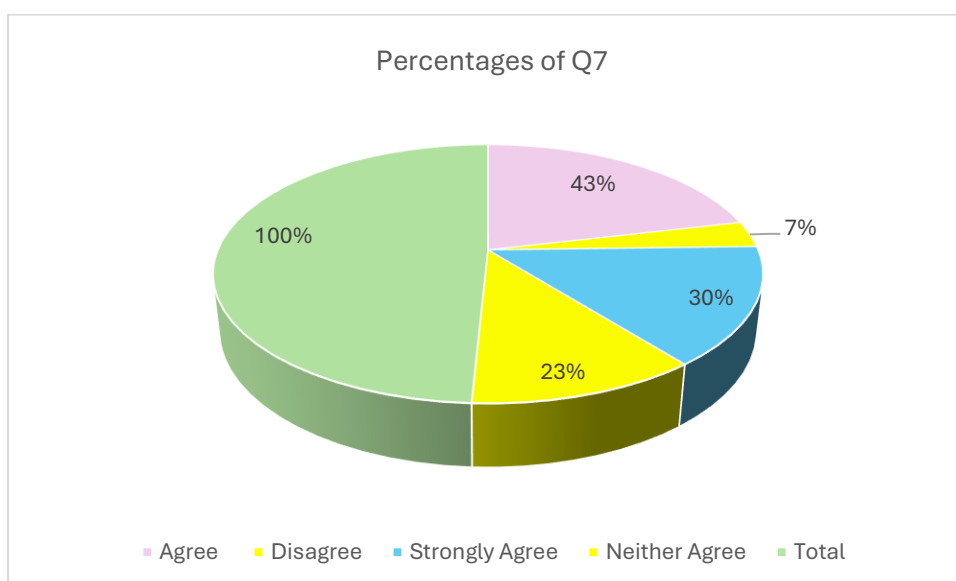
A significant **13 participants (43%)** of the respondents agreed with this statement, though this doesn't prove a majority supports it on its own. A substantial **10 participants 33%** of the respondents firmly agreed with the statement. This figure represents a more robust and constructive stance on the subject, A moderate number of **4 participants 13%**, are neutral when it comes to the statement. This could mean they're not able to make a definitive opinion, are uncertain about the issue, or are indifferent.

The **3 participants (10%)** who disagreed with the statement represented a tiny dissent. This indicates that the majority still maintains a favourable outlook on the issue.

Table 10

Responses	Frequency	Percentages
Agree	13	43%
Disagree	2	7%
Strongly Agree	9	30%
Neither agree	7	23%
Total	30	100%

Figure 10



Q7 Interpretation of Responses

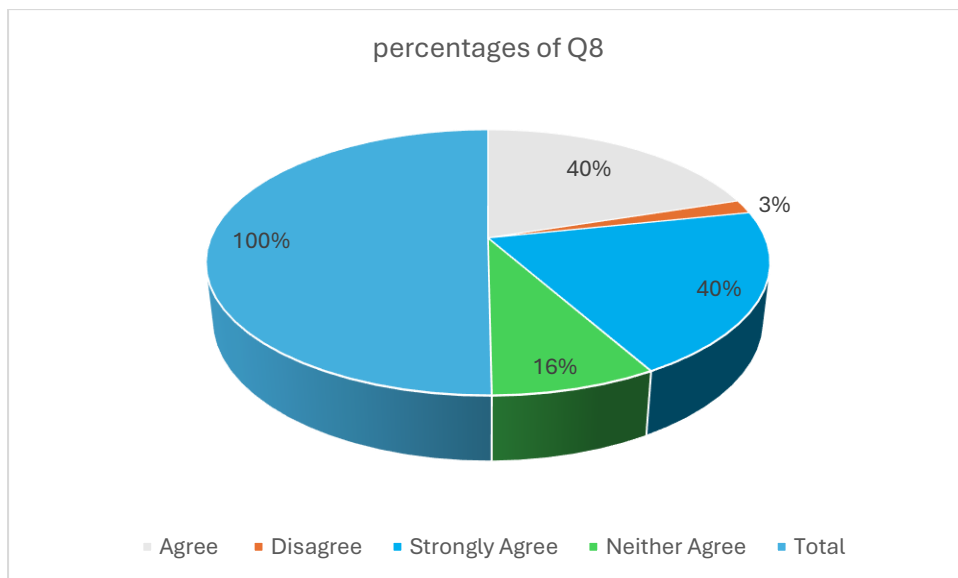
A significant portion of the **13 participants (43%)** respondents agreed with the statement, which indicates that there is moderate support for the issue or statement. But this isn't the overwhelming majority. **9 participants (30%)** of the respondents stated that they agreed with the statement, which showed a firm positive outlook

Around **7 participants 23%** of the participants were neither in Favor nor against the statement. This indicates that some people may lack the necessary information to form an opinion. Only **2 participants 7%** of the respondents disagreed with the statement. This shows that even though some people hold opposing views, the majority still supports it.

Table 11

Responses	Frequency	Percentages
Agree	12	40%
Disagree	1	3%
Strongly Agree	12	40%
Neither agree	5	16%
Total	30	100%

Figure 11



Q8 Interpretation of Responses

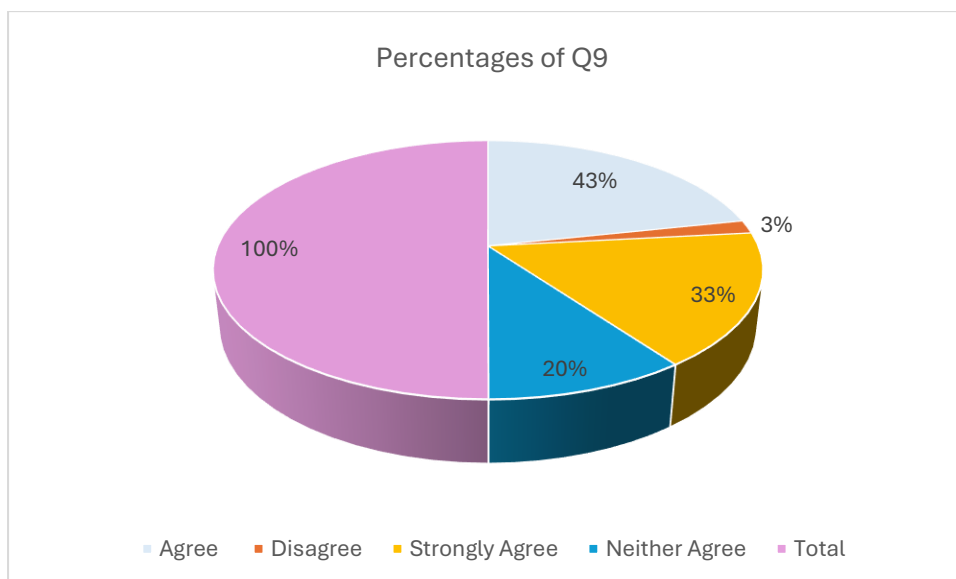
12 participants 40%, agreed with the statement. This indicates that there is a strong level of support for the idea. It also shows that many people have a benefic view of the issue being discussed. A strong sense of optimism and positive sentiment is apparent in this proportion of **12 participants (40%)** which suggests that they support the statement. When combined with the others who agreed with it, a substantial majority of the participants supported the statement.

About **5 participants 16%** of the respondents maintain neutral status. This group may be undecided or not have sufficient information to form an opinion. Their neutrality indicates that some people have conflicting opinions, and Only **1 participant (3%)** participants disagreed with the statement, which indicates that there is little opposition among them. Only 3% of the respondents agreed with the statement. This group represents the smallest proportion of the respondents who disagreed.

Table 12

Responses	Frequency	Percentages
Agree	13	43%
Disagree	1	3%
Strongly Agree	10	33%
Neither agree	6	20%
Total	30	100%

Figure 12



Q9 Interpretation of Responses

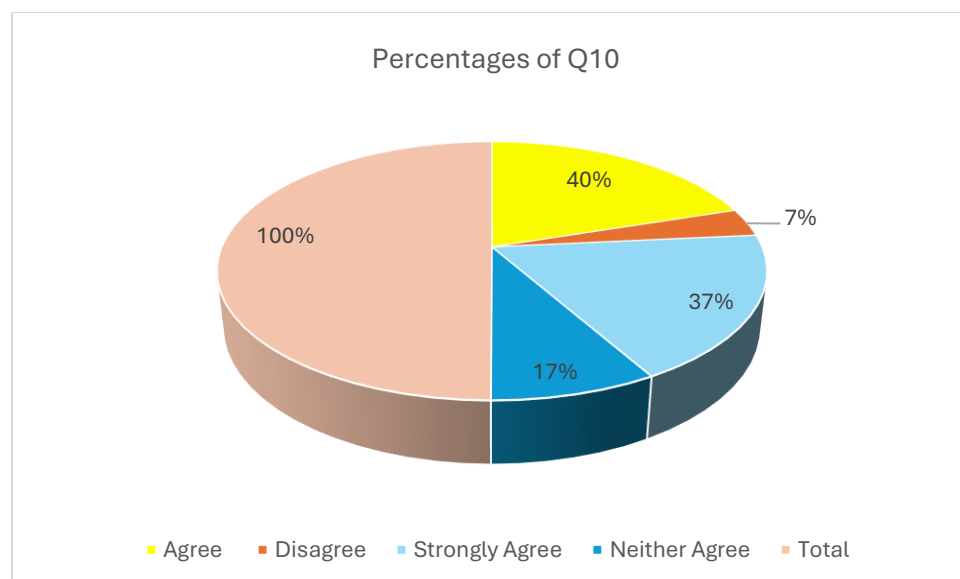
The largest response group, which had a **13** numbers of **participants (43%)** concurrence rate with the statement, exhibited a substantial concurrence with the notion, indicating broad support for the proposition among the participants **10 participants (33%)** of the respondents also stated that they have appropriate view of the situation. Overall, most of the participants supported the proposition.

Around **6 participants 20%** of the respondents remained neutral. This group could be indifferent or unsure about the issue, which indicates that not everyone has a clear opinion on it. Only **1 participant 3%** of the participants disagreed with the statement. This indicates that the level of disagreement among the members of the group is low.

Table 13

Responses	Frequency	Percentages
Agree	12	40%
Disagree	2	7%
Strongly Agree	11	37%
Neither agree	5	17%
Total	30	100%

Figure 13



Q10 Interpretation of Responses

12 participants (40%) of the respondents agreed with the statement, which indicates that many of them have a beneficial view of the issue that being examined and **11 Participant** which is **(37%)** agreed with the statement. This indicates that a significant proportion of the participants think that the issue should be studied.

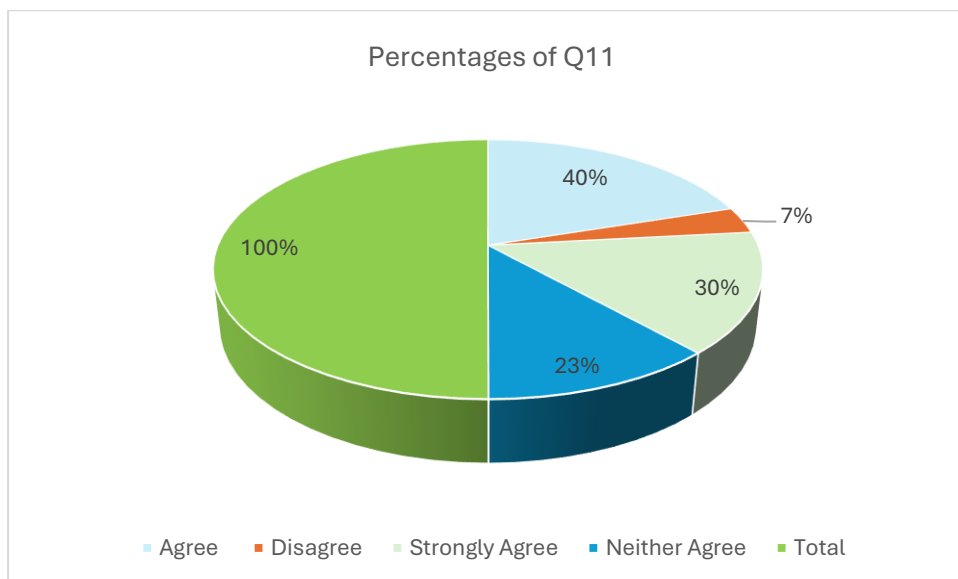
About **5 participants 17%** of the respondents are neutral, which could indicate that they do not have a strong opinion or that they do not have enough information about the issue. Even though most of them rate the situation as, a minority of undecided participants remain.

The results indicate that the opposition within the sample is quite limited. **2 participants (7%)** of the participants disagreed with the statement.

Table 14

Responses	Frequency	Percentages
Agree	12	40%
Disagree	2	7%
Strongly Agree	9	30%
Neither agree	7	23%
Total	30	100%

Figure 14



Q11 Interpretation of Responses

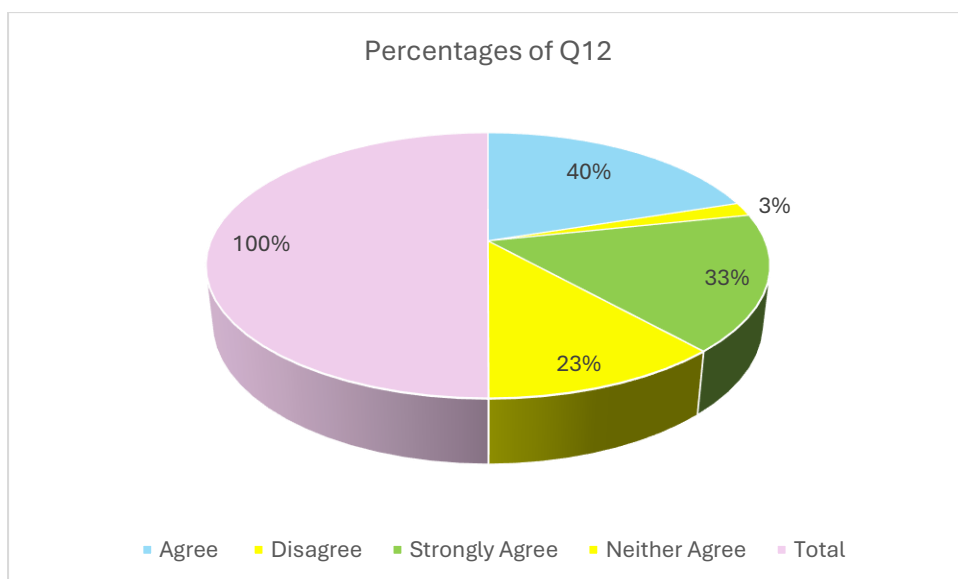
12 participants supported the statement, indicating that they agree with it. With **40%** support, it shows that most people share the opinion that there is a positive outlook for the country. Only **2 participants** disagreed with the statement. This group of **7%** is the smallest, which suggests that there are few people who have a negative view of the statement.

Approximately **30%** of the sample, which is **9 participants** was determinably agreed with the statement. This indicates that a substantial portion of the participants possess a helpful and confident outlook on the subject. **7 participant** that corresponded **23%**, are considered neutral. They may be lack of information or feel indifferent. Their answers they do not have a negative or positive connotation.

Table 15

Responses	Frequency	Percentages
Agree	12	40%
Disagree	1	3%
Strongly Agree	10	33%
Neither agree	7	23%
Total	30	100%

Figure 15



Q12 Interpretation of Responses

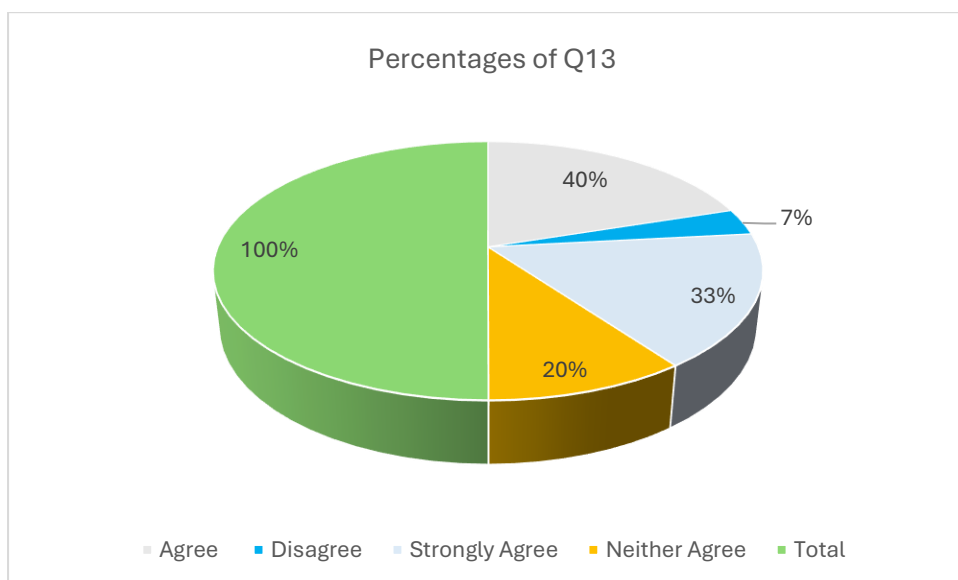
A total of **12 participants** supported the statement, accounting for **40%** of the sample size. This indicates that a substantial portion of the respondents hold an affordable point of view, though not all of them do so on their own, and only **1 participant** respondent disagreed with the statement, which represented only **3%** of the total sample. This means that most participants do not hold negative views about it.

Out of the twelve **10 participants, (33%)** has responded strongly agreed with the statement, these demonstrate a substantial group of like-minded individuals who share a helpful perspective on the statement. Only **7 of the participants (23%)** remained neutral. These individuals may be uncertain or have inadequate information to form a definite opinion.

Table 16

Responses	Frequency	Percentages
Agree	12	40%
Disagree	2	7%
Strongly Agree	10	33%
Neither agree	6	20%
Total	30	100%

Figure 16



Q13 Interpretation of Responses

Around **12 respondents (40%)** of the sample agreed with the statement. This shows that a substantial portion of the respondents hold a helpful view of point however **2 participants** disagreed with the statement. This suggests that a few people have negative views.

Out of the sample, **10 participants** were emphatic about the statement, accounting for **33%** of the total. This indicates a robust group with a helpful perspective for the assessment, **6 participant** individuals opted for the neutral option, indicating a **(20%)** likelihood of being indifferent or undecided.

Length of Service

- 1–3 years: 7 respondents (47%)
- 4–6 years: 5 respondents (33%)
- 7–10 years: 3 respondents (20%)
- Total: 15 respondents (100%)

Interpretation

Almost half of participant have been with the organization for at least **one** year, which suggests that most of the workers are relatively new, and this also suggests that there are ongoing challenges in retaining employees beyond their initial years of employment, it could reflect the recent recruitment or in recent changes in the organisation.

The other possible explanation is that the recent changes brought in new employees, such as recruitment drives, have resulted in a more diverse workforce.

About **(33%)** of the employees has been with the company for **4 to 6** years. This group is composed of those who has successfully adapted to the organization's culture but are still at risk due to factors such as their leadership style. Their experiences are valuable as they can help evaluate the effectiveness of their leadership.

Only **(20%)** of the participants have worked for **7 to 10** years, which suggests that smaller numbers of employee have been staying with the company for long term. This suggests that there are underlying

issues with retention, as these types of workers tend to provide stability and institutional knowledge. In addition, their limited representation might indicate that there are areas where staff support and engagement can be improved.

In Conclusion:

The data indicated the numbers of employees is composed of a high proportion of new employees and a low number of long-term employees. This pattern suggests that the importance of developing effective leadership practices is related to employee retention. The dominance of mid- and short-tenure staff members also highlights the need to examine the various factors that influence their commitment and professional development.

Job Position of Respondents

- Team Leaders: 24 respondents (80%)
- Supervisors: 4 respondents (13%)
- Managers: 2 respondents (7%)
- Total: 30 (100%)

Most of the respondents are team leaders, with **80%**, and only **7%** being managers. This suggests that the typical structure of an organization involves fewer high-level positions as intermediaries between senior management and the frontline workers, team leaders play a significant role in the development and implementation of policies and procedures related to the organization's management.

They can also influence the culture and communication patterns of their staff. This is consistent with the belief that immediate supervisors are more likely to provide employees with a positive work experience than senior leaders. The importance of team leaders in this dataset can be seen in the increasing number of responses to questions about the experience of employees. They play a significant role in the development and implementation of policies and procedures related to the management of their organizations.

Perceptions of Leadership Styles at CQC

The perceptions of employees about leadership at the Care Quality Commission are very important in identifying areas of improvement and strengths within the organization. This section explores the various types of leadership that are prevalent in the organization.

Democratic Leadership

- Agree: 12 respondents (40%)
- Strongly Agree: 10 respondents (33%)
- Neither Agree nor Disagree: 6 respondents (20%)
- Disagree: 2 respondents (7%)

The results of the survey indicate that most people in the CQC support democratic leadership. This suggests that this type of leadership can be very effective when working with other organizations to share decision-making and collaborate. Democratic leadership has been shown to improve employee morale and reduce burnout. In the healthcare industry, it has also been associated with better staff retention and increased operational efficiency. The positive perceptions of this type of leadership by the staff members of the CQC are related to their level of involvement and commitment to the organization.

The high levels of agreement suggest that employees feel that they have a voice in the decisions that affect their work. This is associated with better retention, as it increases their sense of belonging and value. However, the 20% neutrality indicates that some leaders or departments may not use democratic methods consistently, which can create varying perceptions among employees.

Transformational Leadership

According to most of the research leaders are regarded as transformational individuals who inspire and motivate their employees. However, some employees may not experience these types of behaviours consistently. **Agree: 14 (47%) Strongly Agree: 9 (30%) Neither Agree nor Disagree: 5 (17%) Disagree: 2 (6%)** The high levels of agreement exhibited by leaders at the CQC indicate that they are more likely to encourage staff development and recognize their contributions. This style of leadership has been known to boost employee retention and commitment and reduce burnout. Employees who feel supported by their transformational leaders are more likely to exhibit loyalty, which is very important in a healthcare setting where workloads can be very demanding. There are only a few dissenters.

Autocratic Leadership

Almost half of the employees surveyed said that they do not believe that the leadership of the Care Quality Commission is authoritarian. However, **20%** said they agree with or strongly agree that some of the agency's staff members may have some form of autocratic behaviour. **Agree: 4 (13%) Strongly Agree: 2 (7%) Neither Agree nor Disagree: 10 (33%) Disagree: 14 (47%)** An autocratic style of leadership involves making decisions without asking for input from staff members, which can have negative consequences in healthcare settings. The study by the CQC supports the notion that this type of leadership is not a dominant one.

Leadership Styles and Staff Retention

The results of the questioners measure consistently reveal that leadership has a substantial impact on employee motivation, job satisfaction and employee intentions to remain with the company. **Agree: 13 (43%) Strongly Agree: 10 (33%) Neither: 4 (13%) Disagree: 3 (10%)** Over **70%** of the respondents stated that leadership can positively affect retention and job satisfaction. Only **10%** disagreed. These results show that leadership styles can have a huge impact on how employees experience the organization. Transformational leadership involves the use of inspirational and encouraging actions and behaviours. It can help employees develop a stronger relationship with their employers and reduce the likelihood of them leaving. The research results revealed that employees value openness, approachability,

and fairness, which are characteristics of transformational and democratic leadership. A strong relationship between leaders and employees can also improve organizational trust, which is a vital factor in employee retention. Most of the respondents stated that leadership has a significant impact on their engagement and motivation.

Qualitative Findings (Q14–Q16): Thematic Analysis

The of questions were open-ended and asked participants to provide their own opinions about the leadership practices and retention of staff members at the Care Quality Commission CQC.

- In term of **Transparency** and **communication** are two of the most critical factors that define the quality of life in modern society.
- Being able to **communicate effectively** and **efficiently** is also a vital factor that contributes to the development of a society.
- **Communication** and **transparency** are some of the most critical factors that can help improve the quality of life for people.
- The **Staffing levels** and **workload Management** of an organization are also important factors that can affect the quality of life for its employees.
- The consistency of leadership across an organization is also a vital factor that can help improve the quality of life for its employees.

Theme 1: Communication and Transparency

Communication was one of the most common themes that emerged from the questioner was the need for better communication, particularly around issues such as performance expectations, priorities, and organizational decisions. Many participants noted that having clearer communication would improve staff confidence and help them carry out their duties more confidently. Most of participant believed that the lack of transparency and timely information flow in leadership communication can lead to reduced morale. The communication breakdowns can also contribute to stress and uncertainty.

It aligns with the prevailing literature, which emphasizes the significance of communication as a critical leadership skill, in regulatory organizations such as the Care Quality Commission (CQC), transparency in communication is very important as it can help improve the retention of staff members.

Participant Quotations

Theme 1: Communication and Transparency

“Communication from management is very important, as it can affect how we prioritize and work.” (**participant 3**)

“The lack of transparency can create stress and uncertainty, as people are often unsure about what will happen in the future.” (**Participant 7**)

“Leaders should regularly and transparently communicate with their staff to build trust and enhance the employees' confidence.” (**Participant 12**)

“The late sharing of information can affect the morale of staff members and make it harder to carry out their duties efficiently.” (**Participant 18**)

Theme 2: Leadership Support and Empathy

Most of the participants stated that managers should adopt more empathetic and supportive leadership styles. They also noted that emotional support is needed when dealing with the demanding nature of

work in healthcare facilities. The staff reportedly feel more confident and happier when leaders show empathy, actively listen, and provide emotional support. Conversely, when leaders exhibit a lack of empathy, the staff experiences increased stress. provide empathy to those around you can help reduce stress and improve the quality of life for those working in stressful environments such as the ones at the Care Quality Commission (CQC).

Participant Quotations

Theme 2: Leadership Support and Empathy

“Being able to have a manager who understands the job pressures makes me feel valued and supported.” **(Participant 5)**

“Lack of empathy from leaders can negatively affect employee satisfaction and increase pressure.” **(Participant 9)**

“Managers who show concern for their staff's well-being can help reduce stress and make them more likely to stay with the organization.” **(Participant 14)**

“Managers should show concern for their staff's well-being to help reduce stress and make them more likely to stay with the organization.” **(Participant 21)**

Theme 3: Professional Development and Career Opportunities

The need for more structured training and career advancement opportunities was a dominant theme. According to the respondents, limited chances for advancement can negatively affect their motivation and retention. The respondents noted that the career paths across different departments were often unclear or inconsistent. They also noted that the development discussions were often not strategic.

The quantitative questioner, which showed that **7** out of **10** respondents were either neutral or neutral, with **2** managers stating that they did not support development. Through qualitative comments, audience members can gain a deeper understanding of the negative and neutral views of respondents. The failure of leadership to effectively manage the workload or advocate for the capacity of staff members can lead to significant increases in retention risks. According to the questioner participant, this issue is one of the most critical factors that can affect the retention of employees at the Care Quality Commission.

Participant Quotations

Theme 3: Professional Development and Career Opportunities

“One of the main factors that I would like to see improve is the training opportunities. Currently, it feels like development is mainly dependent on the manager.” **(Participant 1)**

“There is a lack of a clear career path at the Care Quality Commission. It is not always clear what steps one should take to reach their goals”. **(Participant 3)**

“I feel that there is a lack of support for career development in the organization. There are training opportunities, but they are not always linked to the promotion or advancement of employees.” **(Participant 5)**

“There are often discussions about development, but they often feel like they are a “box exercise” rather than a comprehensive conversation about long-term career objectives.” **(Participant 6)**

“The workload pressures that are affecting the workforce make it hard for managers to prioritize employee development. This message suggests that progression isn't valued.” **(Participant 8)**

“Due to the competing priorities and capacity constraints, it is hard for managers to support employee development effectively.” **(Manager 1)**

“Staff members are more likely to start looking for other opportunities if they see that their employers do not see them as capable of growing or progressing.” **(Manager 2)**

Theme 5: Consistency of Leadership Behaviour Across CQC

According to the respondents, the quality of leadership varies depending on the department or team. Some managers are said to be highly communicative, empowering, and supportive, while others are perceived to be too task-focused, inconsistent, or disinterested.

The lack of consistency in the leadership culture of the organization has created a perception of an unsettling leadership environment. The theme focuses on the quantitative data that showed that several questions, such as those in **Q5, Q7, and Q11**, received high levels of neutral responses. These responses often indicate that there is a level of variability in the questions.

Theme 5: Consistency of Leadership Behaviour Across CQC

Participant Quotations

“Although some managers are communicative and supportive, others are more concerned with their task and do not interact with their teams.” **(Participant 2)**

“The leadership experience of individuals at the Care Quality Commission depends on the team they're in. There are some managers who are excellent at their job, while others are hands-off.” **(Participant 4)**

“There is a lack of consistency across the organization's leadership styles, which can feel unsettling when one is moving between different departments.” **(Participant 7)**

“The lack of consistency in leadership can affect the confidence and morale of employees.” **(Participant 9)**

“I have worked under varying managers within the Care Quality Commission (CQC), and the difference in their leadership styles was significant.” **(Participant 10)**

The results of the survey indicate that the respondents' mixed experiences may be the reason for the neutral responses.” **(Manager 1)**

“There is a lack of consensus across departments regarding the expectations of leaders.” **(Manager 2)**

In Summary

The qualitative research conducted for the Quality Care Commission revealed that many of the staff members' expectations are higher than those of the quantitative findings, communication and transparency are two of the most important factors that staff members consider when it comes to improving their performance. The objective of transparency is to provide staff members with clear and concise information about the decisions that are being made. Being able to provide effective leadership and compassionate support is also important for staff members. Being able to develop an emotional intelligence is also important for staff members. This is because it allows them to cope with the various challenges that they face. Real career advancement prospects are also important for staff members.

Various career conversations, tailored training, and structured progression are also included in the package, workload management should be improved. Realistic targets, balanced caseloads, and better staffing are some of the factors that can be improved. The leadership quality should be consistent. The standards for leadership behaviour should be established in all divisions and teams. Chapter 4's final section will integrate the findings into a comprehensive analysis of how leadership can affect the retention of staff at the Care Quality Commission. This will be accomplished by combining qualitative and quantitative data with academic literature.

Chapter 5:

Conclusion

The objective of this research was to examine the effects of leadership styles on the retention of healthcare workers CQC In the UK. It was conducted to address the various challenges that the healthcare sector is experiencing, the research results revealed that various leadership styles affect the attitudes and experiences of employees, as well as the decisions they make regarding their employment.

The results of the Questionnaires revealed that Transformational and Democratic leadership styles are most beneficial when it comes to improving the performance of employees at the CQC. Most of the respondents also agreed that their leaders exhibit open communication and fairness. According to the questionnaires' respondents, they feel supported, valued, and respected. These characteristics of Leadership are associated with high job satisfaction and a reduced chance of turnover.

Most of the respondents did not believe that Autocratic leadership was a dominant force within the CQC. Instead, they said that the culture of the organization is more collaborative than it is rigid in its decision-making. Although Autocratic leadership that can be helpful in certain circumstances, excessive use can lead to various issues such as decreased morale, higher turnover, and stress. The presence of this type of leadership in the CQC is not detrimental to the organization.

The consistency of leadership is another important factor that impacts how employee perceive leadership. Although most of the questionnaires' respondents believed that leadership was positive, they also selected neutral responses when asked to rate various questions. This suggests that the behaviours can't be applied uniformly across different teams and departments.

The inconsistent nature of leadership can affect the experiences of employees. For instance, those who work under highly supportive managers feel more motivated and secure, while those who work under less supportive individuals may feel undervalued or disconnected. This variance is important as it can lead to a reduction in organizational culture and a decrease in retention.

The research demographic data revealed that the organization has a higher turnover rate. The proportion of the employees who worked for the company for fewer than three years suggests that the company

frequently recruits and retains staff members. Long-term retention, on the other hand, is more challenging, with only around a few employees who have stayed for over seven years. This is because the staff members feel that they are supported and empowered by their leaders.

The research found that the leadership style that a company uses can have a positive or negative impact on its staff retention rates. Transformational and Democratic leaders have a significant impact on employee loyalty, satisfaction, and motivation. On the other, Autocratic leaders can have a negative impact on employee morale and outcomes. To improve the retention rates of its employees, the organization needs continuous improvement in its leadership practices.

Recommendations

Based on the research I recommends that, the Care Quality Commission CQC should support all initiatives that aim to improve the effectiveness of leadership and the retention of healthcare workers. It found that Democratic and Transformational leadership styles can influence the motivation of staff and their commitment to the organization. The research also identified various factors that could affect the retention of staff members. These include the lack of consistency in leadership practices and the lack of communication. To improve the effectiveness of leadership, the I suggest that the organization should implement effective strategies and programs in areas such as performance management, culture, and communication.

The results of this research also revealed that employees prefer to be led by Transformational and democratic leaders who emphasize participation, empowerment, transparency, and recognition. The CQC should implement programs that are focused on developing these kinds of leaders. Active listening and emotional intelligence are two of the most crucial skills that people have when it comes to being able to make informed decisions, Being able to make an informed decision is an essential skill that people should have, Various staff motivation techniques can help motivate people, Feedback and mentorship are also important factors that can help motivate people.

The research demonstrated also revealed that there were inconsistencies in the leadership practices of different teams. It also showed that employees had conflicting responses when it came to these practices. A framework for developing and implementing effective leadership techniques should be created and used by all teams within the Care Quality Commission. Although Democratic leadership is generally viewed as a positive thing, the results of this research demonstrated that a significant number of employees still felt disconnected from the decision-making process. To ensure that all staff members are heard, the Care Quality Commission (CQC) should give them more opportunities to engagement.

- Feedback channels should be established through employee surveys and discussions in team-based groups.
- invest in the staff well-being, the high pressure can affect they well-being.
- Leadership can help promote well-being more effective the systems need to be created for that. Support services for people with mental illness should be available 24 hours a day, 7 days a week, that can help individuals reduce their stress levels and improve their resilience.
- They can also help people with mental illness find flexible work arrangements.
- They can also help individuals with mental illness find opportunities for development and progression.

Business Relevance & Practical Implications

According to Research Square (2025) In 2023 ONS revealed that there are over 372,035 individuals residing in care homes in England. Many of them experience a low-quality of care due to the service they receive. The Care Quality Commission (CQC) as a regulator must improve the wellbeing and health of all those living in care by measuring the quality-of-care services. Important part of this research is to identify the factors that influence the decisions of employees to stay or leave their jobs. By identifying the ideal leadership of style, the research will be also improving staff retention. It will help Care Quality Commission (CQC) inform training programmes and managerial practices, which will lead for better performance in terms of both retention and the quality of healthcare services in the UK, and provide a comprehensive analysis of the effects of leadership styles on the retention of healthcare professionals in regulatory organizations. Through a combination of qualitative and quantitative methods, the researchers were able to create a unique and comprehensive understanding of the factors that influence the retention of healthcare professionals.

- The findings will help improve the management capabilities of the Care Quality Commission (CQC). This will also benefit HR professionals and leaders.
- The leadership behaviours exhibited by individuals should be recognized to promote commitment, dedication, and employee happiness.
- To enhance the capabilities of leaders, targeted development initiatives should be established.
- In addition, inform the policy decisions related to professional development, succession planning, and staff retention.
- The organization can reduce its financial burden caused by staff turnover by cultivating a more engaged and motivated workforce.

Industry Implications

This study aims to provide a comprehensive understanding of the role that leadership plays in employee retention, especially within the context of regulatory environments. It will also help develop policies and training programs for leaders. This enhancement of leadership development aims to provide an improved level of service to an organization. The thematic analysis can help inform the development of leadership programs that are designed to support long-term commitment and employee motivation. It can also help organisation adopt more participative or transfer. national leadership models. The findings of this study can be used to inform the best practices of other healthcare organizations, such as hospitals and private health facilities. It will also help policymakers develop effective interventions that can improve workforce sustainability and leadership capacity.

Limitation of the Research

The findings of this research were valuable for me however, limitations for me from properly contextualizing them and guiding future research. For instance, the study was conducted with a small sample size of 30 participants. This sample is insufficient to provide a comprehensive view of the various experiences of the organization's employees. For instance, the perceptions of leaders among staff members vary depending on their roles and responsibilities. This means that the findings may not be generalized to the entire workforce.

Element 2

Reflection

Description

This Research come up investigated the effect of leadership styles and the staff retention at the Care Quality Commission (CQC) and the research process involved writing a thesis, reviewing literature, creating mixed-method studies, gathering primary data from the questioners that I have conducting and analysing the findings. Although I had done smaller research project previously, this was my debut big-scale undertaking which required extensive analysis, commitment, and critical thinking.

Feelings

At the beginning, I feel overwhelmed by the scope of the project I wondered if I could select the appropriate data collection methods and narrow the topic enough. As the literature review proceeded, my confidence grew as I realized how well-documented retention and leadership are. I was anxious about the response rates during the data collection phase because the subject concerned the perception of leadership within the Commission for Quality and Compliance (CQC). As the work progressed, I became more motivated and engaged. The data analysis helped me identify patterns related to leadership theories.

Evaluation

Managing The experience was positive, as it improved my skills in research and helped me create meaningful data. The openness of the participants also helped me develop my findings, though there were some challenges. For instance, some of them were hesitant to criticize management, which reduced the depth of their responses. The time between the analysis and data collection was also a challenge. I sometimes felt like I was overwhelmed by the amount of information that was available to me.

Analysis

As I reflected on the undertaking, I understood that my initial apprehension resulted from my limited experience with the qualitative research methodology. As I conducted more interviews, I began to recognize the importance of maintaining neutrality and active participation in the building of responses. This is an essential part of conducting qualitative research. The participants' ethical considerations also played a significant role in influencing their openness to sharing honest opinions. The experiences made it clear that organizations must have the necessary trust to collect reliable data on certain issues, such as the leadership position.

Conclusion

The process of conducting this research has been instrumental helpful in increase my personal and academic development. Although the research was able to uncover the effects of leadership styles on the retention of staff members at the Care Quality Commission (CQC), it also revealed several lessons. The initial obstacles, such as the uncertainty and overwhelm that surrounded the qualitative methods, emphasized the importance of proper planning and management, as well as having confidence in the research.

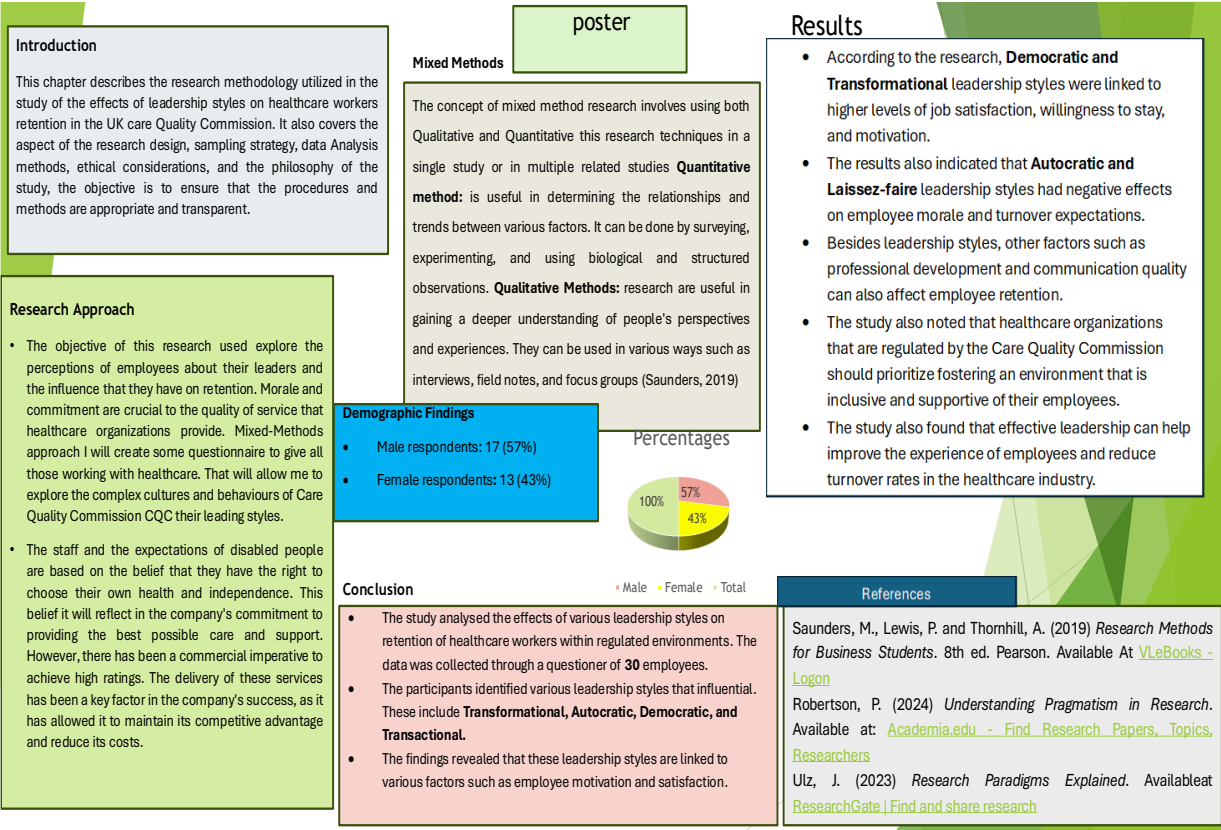
The research revealed that the leadership style and retention of staff members are important factors in assessing the effectiveness of an organization's management. It also showed that employees are more likely to avoid publicly criticizing management. The experience also improved my knowledge in this topic, made me more capable of overseeing my academic work, and reinforced my analytical abilities. however, the obstacles that I faced also motivated me to improve myself and pursue further studies in data gathering and thematic analysis.

Action Plan

- I will pursue future endeavours in the field of research.
- Before conducting real interviews, I will try to do mock examinations to improve my ability to ask questions.
- To enhance responses, Will try to ask more probing questions.
- Data analysis I should be allocated more time, particularly in thematic coding.
- To reduce the likelihood of participants avoiding questions and try conducting anonymous online interviews.
- I aim to improve the efficiency and confidence of future studies through these measures.

Element 3

Poster



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Appendix - 1

Ethical form

APPLICATION FOR ETHICAL APPROVAL

RESEARCH STUDENTS

This form is to be completed by the student within **SIX** months for full-time students and **TWELVE** months for part time students, after the commencement of the research degree or following progression to Part Two of your course.

Once complete, submit this form via the ***MyTSD Doctoral College Portal*** at (<https://mytsd.uwtsd.ac.uk>).

This document is also available in Welsh.

RESEARCH STAFF ONLY

All communications relating to this application during its processing must be in writing and emailed to pgresearch@uwtsd.ac.uk , with the title 'Ethical Approval' followed by your name.

STUDENTS ON UNDERGRADUATE OR TAUGHT MASTERS PROGRAMMES should submit this form (and receive the outcome) via systems explained to you by the supervisor/module leader.

In order for research to result in benefit and minimise risk of harm, it must be conducted ethically. A researcher may not be covered by the University's insurance if ethical approval has not been obtained prior to commencement.

The University follows the OECD Frascati manual definition of **research activity**: "creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of man, culture and society, and the use of this stock of knowledge to devise new applications". As such this covers activities undertaken by members of staff, postgraduate research students, and both taught postgraduate and undergraduate students working on dissertations/projects.

The individual undertaking the research activity is known as the "principal researcher".

Ethical approval is not required for routine audits, performance reviews, quality assurance studies, testing within normal educational requirements, and literary or artistic criticism.

Please read the notes for guidance before completing ALL sections of the form.

This form must be completed and approved prior to undertaking any research activity.
Please see Checklist for details of process for different categories of application.

SECTION A: About You (Principal Researcher)

1	Full Name:	Lucete Djedjo Dias N'Ghabo			
2	Tick all boxes that apply:	Member of staff:	☐	Honorary research fellow:	☐
	Undergraduate Student	☒	Taught Postgraduate Student	☐	Postgraduate Research Student
					☒

3	Institute/Academic Discipline/Centre:	IICL
4	Campus:	London
5	E-mail address:	2213378@student.uwtsd.ac.uk
6	Contact Telephone Number:	07444976896
For students:		
7	Student Number:	2213378
8	Programme of Study:	BA (Hons) Leadership and Management
9	Director of Studies/Supervisor:	Rameses Manalang

SECTION B: Approval for Research Activity

1	Has the research activity received approval in principle? (please check the Guidance Notes as to the appropriate approval process for different levels of research by different categories of individual)	YES	☒	NO	☐
					Date
2	If yes, please indicate source of approval (and date where known): Approval in principle must be	Research Degrees Committee	☐		
		Institute Research Committee	☐		

	<i>obtained from the relevant source prior to seeking ethical approval</i>	Other (write in)	☒	25/10/25
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SECTION C: Internal and External Ethical Guidance Materials

	Please list the core ethical guidance documents that have been referred to during the completion of this form (including any discipline-specific codes of research ethics, location-specific codes of research ethics, and also any specific ethical guidance relating to the proposed methodology). Please tick to confirm that your research proposal adheres to these codes and guidelines. You may add rows to this table if needed.		
1	<u>UWTSD Research Ethics & Integrity Code of Practice</u>	☒	
2	UWTSD Research Data Management Policy	☒	
3	<i>[List any other relevant documents here]</i>	☐	

SECTION D: External Collaborative Research Activity

If there are external collaborators, then you should gain consent from the contact persons to share their personal data with the university. If there are no external collaborators, then leave this section blank and continue to section E.

1	Institution					
2	Contact person name					
3	Contact person e-mail address					
4	Is your research externally funded?		YES	☐	NO	☐
5	Are you in receipt of a KESS scholarship?		YES	☐	NO	☐
6	Are you specifically employed to undertake this research in either a paid or voluntary capacity?	Voluntary	YES	☐	NO	☐
7		Employed	YES	☐	NO	☐
8	Is the research being undertaken within an existing UWTSD Athrofa Professional Learning Partnership (APLP)?	If YES, then the permission question below does not need to be answered.	YES	☐	NO	☐
9	Has permission to undertake the research has been provided by the partner organisation?	(If YES attach copy) If NO the application cannot continue	YES	☐	NO	☐

Where research activity is carried out in collaboration with an external organisation

10	Does this organisation have its own ethics approval system?	YES	☐	NO	☐
	If yes, please attach a copy of any final approval (or interim approval) from the organisation (this may be a copy of an email if appropriate).				

SECTION E: Details of Research Activity

1	Indicative title:	The impact of leadership styles on the staff retention of healthcare workers at the Care Quality Commission (CQC) in the UK		
2	Proposed start date:	12 June 2025	Proposed end date:	19 Dec 2025
Introduction to the Research (maximum 300 words per section) Ensure that you write for a <u>Non-Specialist Audience</u> when outlining your response to the points below: <i>Purpose of Research Activity:</i> To understand the `role of sustainability to achieve the business success. <i>Proposed Research Question</i> <i>How can the leadership styles affect staff retention?</i> <i>Aims of Research Activity.</i> The study will investigate the impact of leadership styles on the staff retention of healthcare workers at the Care Quality Commission (CQC) in the UK. <i>Objectives of Research Activity:</i> • To explore the prevalent leadership styles within CQC. • To examine the relationship between leadership styles and staff retention. • To identify the leadership practice that contribute to higher staff retention. • To provide recommendation for leadership strategies. Demonstrate, briefly, how <u>Existing Research</u> has informed the proposed activity and explain • <i>What the research activity will add to the body of knowledge</i> • <i>(According to Research Square 2025) In 2023 ONS revealed that there are over 372,035 individuals residing in care homes in England. Many of them experience a low-quality of care due to the service they receive. The Care Quality Commission (CQC) as a regulator must improve the well-being and health of all those living in care by measuring the quality-of-care services.</i>				

	• <i>Important part of this research is to identify the factors that influence the decisions of employees to stay or leave their jobs. By identifying the ideal leadership of style, the research will be also improving staff retention. It will help Care Quality Commission (CQC) inform training programmes and managerial practices, which will lead for better performance in terms of both retention and the quality of healthcare services in the UK.</i>
3	Purpose of Research Activity • <i>The purpose of this research proposal is to investigate the effectiveness of the organisation, leadership styles, motivation models and theories in improving the retention of employees. Understand how the organizations can improve their performance.</i> • <i>identify the characteristics of leadership styles that positively or negatively that affect the retention of employees. This will then be used to develop recommendations for the Care Quality Commission (CQC), also explore the influence of leadership styles on the retention of staff members of the Care Quality Commission (CQC) focused on healthcare workers who are involved in various roles within the agency, such as regulation and inspection.</i> (is box should expand as you type)
4	Research Question What leadership styles are most praised within the CQC? 2. How do this leadership styles influence staff retention and turnover intention? 3. which leadership practice are perceiving as supportive by employee in relation to job satisfaction? 4. How can CQC modify its leadership development strategies to enhance staff retention? (this box should expand as you type)
5	Aims of Research Activity The study aims to analyse the influence of leadership styles on the retention of staff members at the Quality Commission. (this box should expand as you type)
6	Objectives of Research Activity

	1. To explore the prevalent leadership styles within CQC. 2. To examine the relationship between leadership styles and staff retention. 3. To identify the leadership practice that contribute to higher staff retention. 4. To provide recommendation for leadership strategies. (this box should expand as you type)
	Proposed methods (maximum 600 words) Provide a brief summary of all the methods that may be used in the research activity, making it clear what specific techniques may be used. If methods other than those listed in this section are deemed appropriate later, additional ethical approval for those methods will be needed. You do not need to justify the methods here but should instead describe how you intend to collect the data necessary for you to complete your project.
7	The objective of this research is to explore the perceptions of employees about their leaders and the influence that they have on retention. they both combining to my research qualitative method and Mixed-Methods approach I will create some questionnaire to give all those working with healthcare. That will allow me to explore the complex cultures and behaviours of Care Quality Commission CQC their leading styles. The staff and the expectations of disabled people are based on the belief that they have the right to choose their own health and independence. This belief it will reflect in the company's commitment to providing the best possible care and support. However, there has been a commercial imperative to achieve high ratings. The delivery of these services has been a key factor in the company's success, as it has allowed it to maintain its competitive advantage and reduce its costs.
	Location of research activity Identify all locations where research activity will take place.
8	London, UK (this box should expand as you type)
	Research activity outside of the UK If research activity will take place overseas, you are responsible for ensuring that local ethical considerations are complied with and that the relevant permissions are sought. Specify any local guidelines (e.g. from local professional associations/learned societies/universities) that exist and whether these involve any ethical stipulations beyond those usual in the UK (provide details of any licenses or permissions

	required). Also specify whether there are any specific ethical issues raised by the local context in which the research activity is taking place, for example, particular cultural and/or legal sensitivities or vulnerabilities of participants. If you live in the country where you will do the research, then please state this.
9	N/A <i>(this box should expand as you type)</i>

10	Use of documentation not in the public domain: Are any documents <u>NOT</u> publicly available?	NO	☒
		YES	☐
11	If yes, please provide details here of how you will gain access to specific documentation that is not in the public domain and that this is in accordance with the current data protection law of the country in question and that of England and Wales. <i>(this box should expand as you type)</i>		

	Does your research relate to one or more of the seven aims of the Well-being of Future Generations (Wales) Act 2015?	YES	NO
12	A prosperous Wales	☐	☒
13	A resilient Wales	☐	☒
14	A healthier Wales	☐	☒
15	A more equal Wales	☐	☒
16	A Wales of cohesive communities	☐	☒
17	A Wales of vibrant culture and thriving Welsh language	☐	☒
18	A globally responsible Wales	☐	☒
19	If YES to any of the above, please give details:		
	<i>(this box should expand as you type)</i>		

SECTION F: Scope of Research Activity

	Will the research activity include:	YES	NO
1	Use of a questionnaire or similar research instrument?	☒	☐
2	Use of interviews?	☐	☒

3	Use of focus groups?	☐	☒
4	Use of participant diaries?	☐	☒
5	Use of video or audio recording?	☐	☒
6	Use of computer-generated log files?	☐	☒
7	Participant observation with their knowledge?	☐	☒
8	Participant observation without their knowledge?	☐	☒
9	Access to personal or confidential information without the participants' specific consent?	☐	☒
10	Administration of any questions, test stimuli, presentation that may be experienced as physically, mentally or emotionally harmful / offensive?	☐	☒
11	Performance of any acts which may cause embarrassment or affect self-esteem?	☐	☒
12	Investigation of participants involved in illegal activities?	☐	☒
13	Use of procedures that involve deception?	☐	☒
14	Administration of any substance, agent or placebo?	☐	☒
15	Working with live vertebrate animals?	☐	☒
16	Procedures that may have a negative impact on the environment?	☐	☒
17	Other primary data collection methods. Please indicate the type of data collection method(s) below.	☐	☒
	On this research proposal I will use the Primary data collection process that carried out by gathering information from a first-hand source. data that the organization plans to use. And secondary data. A qualitative data collection process typically involves asking open-ended questions. (this box should expand as you type)		

If NO to every question, then the research activity is (ethically) low risk and **may** be exempt from **some** of the following sections (please refer to Guidance Notes).

If YES to any question, then no research activity should be undertaken until full ethical approval has been obtained.

SECTION G: Intended Participants

If there are no participants then do not complete this section, but go directly to section H.

	Who are the intended participants:	YES	NO
1	Students or staff at the University?	☐	☒
2	Adults (over the age of 18 and competent to give consent)?	☒	☐

3	Vulnerable adults?	☐	☒
4	Children and Young People under the age of 18? (Consent from Parent, Carer or Guardian will be required)	☐	☒
5	Prisoners?	☐	☒
6	Young offenders?	☐	☒
7	Those who could be considered to have a particularly dependent relationship with the investigator or a gatekeeper?	☐	☒
8	People engaged in illegal activities?	☐	☒
9	Others. Please indicate the participants below, and specifically any group who may be unable to give consent.	☐	☒
	Details of any other participant groups: (this box should expand as you type)		

	Participant numbers and source Provide an estimate of the expected number of participants. How will you identify participants and how will they be recruited?	
10	How many participants are expected?	50-60 participants (this box should expand as you type)
11	Who will the participants be?	Manager, Supervisor, Team leaders. (this box should expand as you type)
12	How will you identify the participants?	My target will all those working in healthcare. That will allow me to explore the complex cultures and behaviours of Care Quality Commission CQC their leading styles. (this box should expand as you type)

	Information for participants:	YES	NO	N/A
13	Will you describe the main research procedures to participants in advance, so that they are informed about what to expect?	☒	☐	☐
14	Will you tell participants that their participation is voluntary?	☒	☐	☐
15	Will you obtain written consent for participation?	☒	☐	☐
16	Will you explain to participants that refusal to participate in the research will not affect their treatment or education (if relevant)?	☒	☐	☐
17	If the research is observational, will you ask participants for their consent to being observed?	☐	☐	☒
18	Will you tell participants that they may withdraw from the research at any time and for any reason?	☒	☐	☐
19	With questionnaires, will you give participants the option of omitting questions they do not want to answer?	☒	☐	☐

20	Will you tell participants that their data will be treated with full confidentiality and that, if published, it will not be identifiable as theirs?	☒	☐	☐
21	Will you debrief participants at the end of their participation, in a way appropriate to the type of research undertaken?	☒	☐	☐
22	If NO to any of above questions, please give an explanation			
	<i>(this box should expand as you type)</i>			

	Information for participants:	YES	NO	N/A
24	Will participants be paid?	☐	☒	☐
25	Is specialist electrical or other equipment to be used with participants?	☐	☒	☐
26	Are there any financial or other interests to the investigator or University arising from this study?	☐	☒	☐
27	Will the research activity involve deliberately misleading participants in any way, or the partial or full concealment of the specific study aims?	☐	☒	☐
28	If YES to any question, please provide full details			
	<i>(this box should expand as you type)</i>			

SECTION H: Anticipated Risks

	Outline any anticipated risks that may adversely affect any of the participants, the researchers and/or the University, and the steps that will be taken to address them. If you have completed a full risk assessment (for example as required by a laboratory, or external research collaborator) you may append that to this form.		
1	Full risk assessment completed and appended?	Yes	☒
		No	☐
2	Risks to participants For example: sector-specific health & safety, emotional distress, financial disclosure, physical harm, transfer of personal data, sensitive organisational information		
	Fear of judgment	How you will mitigate the risk to participants:	

	Confidential business information. Risk of being identified. Concern that their responses may be misinterpreted <i>(this box should expand as you type)</i>	I recognize that participants may feel emotional discomfort discussing their company's sustainability practices. To address this, I will reassure them that they can skip questions or withdraw at any time. I will also ensure interviews are respectful to avoid fear of judgment. To protect confidentiality, I will anonymize data and use pseudonyms. Sensitive business information will be securely stored. Lastly, I will explain how responses will be used and allow participants to review their transcript to prevent misinterpretation.
3	If research activity may include sensitive, embarrassing or upsetting topics (e.g. sexual activity, drug use) or issues likely to disclose information requiring further action (e.g. criminal activity), give details of the procedures to deal with these issues, including any support/advice (e.g. helpline numbers) to be offered to participants. Note that where applicable, consent procedures should make it clear that if something potentially or actually illegal is discovered in the course of a project, it may need to be disclosed to the proper authorities	
	N/A <i>(this box should expand as you type)</i>	
4	Risks to the investigator For example: personal health & safety, physical harm, emotional distress, risk of accusation of harm/impropriety, conflict of interest	
	Risk to the investigator: 1. Personal health and safety when traveling or meeting unfamiliar individuals. 2. Physical harm during travel or face-to-face interactions. Risk of accusation of harm or impropriety by participants. 3. Potential conflict of interest if the investigator has a personal or professional stake in the topic.	<i>How you will mitigate the risk to the investigator:</i> To mitigate risks, I will conduct interviews in safe, professional settings and inform a trusted contact of the details. I will manage emotional distress by maintaining a balanced schedule and seeking supervision if needed. Clear communication with participants will ensure no accusations of impropriety, and I will disclose any potential conflicts of interest to maintain objectivity.

	<i>(this box should expand as you type)</i>	
5	University/institutional risks For example: adverse publicity, financial loss, data protection	
	Risk to the University: 1. Reputational Damage 2. Financial Loss 3. Face legal implications	<i>How you will mitigate the risk to the University:</i> To mitigate risks to the University, I will ensure that all research follows ethical guidelines and university protocols to prevent any reputational damage. I will obtain ethical approval before data collection and handle all data with strict confidentiality to safeguard the University's credibility. To avoid financial loss, I will keep the study within the allocated budget and resources. Additionally, I will comply with all legal requirements, such as data protection laws, and seek legal advice, if necessary, to minimize any potential legal implications.
6	Environmental risks For example: accidental spillage of pollutants, damage to local ecosystems	
	Risk to the environment: N/A <i>(this box should expand as you type)</i>	<i>How you will mitigate the risk to environment:</i> N/A <i>(this box should expand as you type)</i>

Disclosure and Barring Service				
	If the research activity involves children or vulnerable adults, a Disclosure and Barring Service (DBS) certificate must be obtained before any contact with such participants.	YES	NO	N/A
7	Does your research require you to hold a current DBS Certificate?	☐	☒	☐
8	If YES, please give the certificate number. If the certificate number is not available, please write "Pending"; in this case any ethical approval will be subject to providing the appropriate certificate number.			

SECTION I: Feedback, Consent and Confidentiality

1	Feedback What de-briefing and feedback will be provided to participants, how will this be done and when?
	Participants will be provided with a summary of the research findings at the end of the study. This feedback will include an overview of the study's purpose, key outcomes, and how their participation contributed to the research. The feedback will be delivered either verbally (if applicable) or via email, depending on the format of the research. Participants will also have the opportunity to ask questions or request further clarification at this stage. This debriefing will occur immediately after data collection is complete or at the conclusion of their involvement in the study. <i>(this box should expand as you type)</i>
2	Informed consent Describe the arrangements to inform potential participants, before providing consent, of what is involved in participating. Describe the arrangements for participants to provide full consent before data collection begins. If gaining consent in this way is inappropriate, explain how consent will be obtained and recorded in accordance with prevailing data protection legislation.
	Participants will receive a detailed information sheet prior to taking part in the research. This document will outline the purpose of the study, what participation involves, any potential risks or benefits, how their data will be used and stored, and their right to withdraw at any time without penalty. Participants will be given time to review this information and ask questions before providing consent. Consent will be documented through a signed consent form (for in-person research) or an electronic consent form (for online research), in compliance with current data protection legislation. No data collection will begin until informed consent has been properly obtained and recorded. <i>(this box should expand as you type)</i>
3	Confidentiality / Anonymity Set out how anonymity of participants and confidentiality will be ensured in any outputs. If anonymity is not being offered, explain why this is the case.
	1. Participant's actual name will not be used anywhere 2. I will keep participants' identities anonymous by using pseudonyms and removing any identifying information from the study results. All data will be stored securely, and only I will have

	access to it. Participants' personal details will not be shared in any reports. If I need to include any identifying information, I will ask for their permission first. If full anonymity isn't possible, I will let participants know in advance and ask for their consent. <i>(this box should expand as you type)</i>
--	---

SECTION J: Data Protection and Storage

	Does the research activity involve personal data (as defined by the General Data Protection Regulation 2016 "GDPR" and the Data Protection Act 2018 "DPA")?	YES	NO
1	"Personal data" means any information relating to an identified or identifiable natural person ('data subject'). An identifiable natural person is one who can be identified, directly or indirectly, in particular by reference to an identifier such as a name, an identification number, location data, an online identifier or to one or more factors specific to the physical, physiological, genetic, mental, economic, cultural or social identity of that natural person. Any video or audio recordings of participants is considered to be personal data.	☒	☐
	If YES, provide a description of the data and explain why this data needs to be collected:		
2	Yes, my research involves personal data, including participants' names, roles, and any responses provided during interviews. If audio or video recordings are made, these will also be considered personal data. I need to collect this data to gather insights into participants' views on sustainability in business success. All personal identifiers will be removed or anonymized to ensure participants' privacy, and the data will be used solely for academic purposes.)		
	Does it involve special category data (as defined by the GDPR)?	YES	NO
3	"Special category data" means sensitive personal data consisting of information as to the data subjects – (a) racial or ethnic origin, (b) political opinions, (c) religious beliefs or other beliefs of a similar nature, (d) membership of a trade union (within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992), (e) physical or mental health or condition, (f) sexual life, (g) genetics, (h) biometric data (as used for ID purposes),	☐	☒
	If YES, provide a description of the special category data and explain why this data needs to be collected:		
4	<i>(this box should expand as you type)</i>		

	Will data from the research activity (collected data, drafts of the thesis, or materials for publication) be stored in any of the following ways?	YES	NO
5	Manual files (i.e. in paper form)?	☐	☒
6	University computers?	☒	☐
7	Private company computers?	☐	☒
8	Home or other personal computers?	☒	☐
9	Laptop computers/ CDs/ Portable disk-drives/ memory sticks?	☒	☐
10	"Cloud" storage or websites?	☒	☐
11	Other – specify:	☐	☒
12	For all stored data, explain the measures in place to ensure the security of the data collected, data confidentiality, including details of backup procedures, password protection, encryption, anonymisation and pseudonymisation:		
	1. Anonymization: I will use pseudonyms and remove identifying details from all data. 2. Secure Storage: I will store data on encrypted devices, with access limited to me. 3. Confidentiality: Any third parties will sign confidentiality agreements. 4. Data Sharing: I will only share data with authorized individuals, like my supervisor. 5. Data Disposal: After the study, I will securely delete or destroy all personal data. <i>(this box should expand as you type)</i>		

Data Protection			
	Will the research activity involve any of the following activities:	YES	NO
13	Electronic transfer of data in any form?	☒	☐
14	Sharing of data with others at the University outside of the immediate research team?	☐	☒
15	Sharing of data with other organisations?	☐	☒
16	Export of data outside the UK or importing of data from outside the UK?	☐	☒
17	Use of personal addresses, postcodes, faxes, emails or telephone numbers?	☐	☒
18	Publication of data that might allow identification of individuals?	☐	☒
19	Use of data management system?	☒	☐
20	Data archiving?	☐	☒
21	If YES to any question, please provide full details, explaining how this will be conducted in accordance with the GDPR and Data Protection Act (2018) (and any international equivalents, where appropriate):		
	Electronic Transfer of Data: I will use secure, encrypted methods for transferring data, ensuring it's only shared with authorized individuals. Use of Personal Emails: I will use personal email accounts for research communication.		

	Use of Data Management System: I will store data on a secure, encrypted system with controlled access.		
22	List all who will have access to the data generated by the research activity:		
	The researcher and the supervisor		
23	List who will have control of, and act as custodian(s) for, data generated by the research activity:		
	The researcher		
24	Give details of data storage arrangements, including security measures in place to protect the data, where data will be stored, how long for, and in what form. Will data be archived – if so how and if not why.		
	I will securely store data using encryption to protect it. Access will be restricted to authorized users through strong authentication. I will store the data on both on-site servers and cloud services like AWS or Google Cloud. I will keep the data for as long as needed, based on legal requirements, and securely delete or anonymize it once it's no longer required. <i>(this box should expand as you type)</i>		
25	Please indicate if your data will be stored in the UWTSD Research Data Repository (see https://researchdata.uwtsd.ac.uk/). If so, please explain. <i>(Most relevant to academic staff)</i>		
	No <i>(this box should expand as you type)</i>		
26	Confirm that you have read the UWTSD guidance on data management (see https://www.uwtsd.ac.uk/library/research-data-management/)	YES	☒
27	Confirm that you are aware that you need to keep all data until after your research has completed or the end of your funding	YES	☒

SECTION K: Declaration

	The information which I have provided is correct and complete to the best of my knowledge. I have attempted to identify any risks and issues related to the research activity and acknowledge my obligations and the rights of the participants. In submitting this application I hereby confirm that I undertake to ensure that the above named research activity will meet the University's Research Ethics and Integrity Code of Practice which is published on the website: https://www.uwtsd.ac.uk/research/research-ethics/		
1	Signature of applicant:	Lucete Dias	Date: 16 October 2025

For STUDENT Submissions:

2	Director of Studies/Supervisor:	Rameses Manalang	Date: 25 October 2025
3	Signature:	<i>Rameses Manalang</i>	

For STAFF Submissions:

4	Academic Director/ Assistant Dean:		Date:
5	Signature:		

Checklist: Please complete the checklist below to ensure that you have completed the form according to the guidelines and attached any required documentation:

☒	I have read the guidance notes supplied before completing the form.
☒	I have completed ALL RELEVANT sections of the form in full.
☒	I confirm that the research activity has received approval in principle
☐	I have attached a copy of final/interim approval from external organisation (where appropriate)
☒	I have attached a full risk assessment (where appropriate) ONLY TICK IF YOU HAVE ATTACHED A FULL RISK ASSESSMENT
☒	I understand that it is my responsibility to ensure that the above-named research activity will meet the University's Research Ethics and Integrity Code of Practice.
☒	I understand that before commencing data collection all documents aimed at respondents (including information sheets, consent forms, questionnaires, interview schedules etc.) must be confirmed by the DoS/Supervisor, module tutor or Academic Director.

RESEARCH STUDENTS ONLY

Once complete, submit this form via the **MyTSD Doctoral College Portal** at (<https://mytsd.uwtsd.ac.uk>).

RESEARCH STAFF ONLY

All communications relating to this application during its processing must be in writing and emailed to pgresearch@uwtsd.ac.uk , with the title 'Ethical Approval' followed by your name.

STUDENTS ON UNDERGRADUATE OR TAUGHT MASTERS PROGRAMMES should submit this form (and receive the outcome) via systems explained to you by the supervisor/module leader.

Appendix - 2

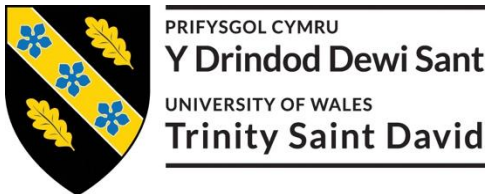
Participant Information Sheet

University of Wales Trinity Saint David (London Campus)

Winchester House

11 Cranmer Road

London – SW9 6EJ



Rhif Adnabod Cyfranogwr:

Participant Identification Number:

FFURFLEN GANIATÂD CYFRANOGIAD

SAMPLE PARTICIPANT INFORMATION
SHEET

Teitel Y Prosiest: / Project Title: **The impact of leadership styles on the staff retention of healthcare workers at the Care Quality Commission (CQC) in the UK.**

Dear Sir/Madam,

My name is **Lucete Dkedjo Dias N’Ghabo**, and I am a BA (Hons) Leadership & Management student in the School of Business, Finance and Management (London Campus), Faculty of Business and Management in **University of Wales Trinity Saint David**, United Kingdom. At present, I am conducting a research on **Leadership and staff retention**. The purpose of this research is to investigate the leadership styles and the staff retention at the Care Quality Commission (CQC) and understand how the organization can improve the retention of employees.

I would like to invite you to participate in my research project by answering the attached short questions developed by the researcher. These questions will assess your opinions, experiences, knowledge, suggestions and views. Through your participation in the questionnaire, I hope to ascertain my research purpose. I believe your answers will be extremely helpful to me to carry out this research.

All questions will be kept strictly confidential to the researchers involved and at **NO** time will individual answers be released to the public. Your participation in this study is completely voluntary so you can withdraw from the questionnaire at any stage.

Please note, this questionnaire should take no more than 10 minutes to complete. However, there is no time constraint. There are also no right or wrong answers. After careful and precise analysis of the data obtained from this questionnaire, I will be happy to provide you with a copy of the findings at your request. The results of this questionnaire will hopefully enhance my understanding of current level of knowledge and future findings. The results of the research will be feedback to the Director of Studies, Supervisor, University and British Library.

I thank you in advance for your time and participation. If any questions do arise, feel free to contact me at your convenience.

NAME: Lucete Djedjo Dias N’Ghabo

2213378@student.uwtsd.ac.uk

University of Wales Trinity Saint David (London Campus)

Westferry Circus, in London E14 4HA

020712774400

Email: info.london@tsd.ac.uk

Appendix - 3

Questionnaire: The Impact of Leadership Styles on Staff Retention at the Care Quality Commission (CQC)

Participant Information:

The questionnaire is part of a study that explores the influence of leadership styles on the retention of staff members at the Care Quality Commission (CQC).

Please tick or write down your answer in a way that is appropriate.

Section A: Demographic Information

Gender.

Male ☐

Female ☐

Prefer not to say ☐

Length of employment with CQC:

☐

Less than 1 year ☐

1–3 years ☐

4–6 years ☐

7–10 years ☐

Over 10 years ☐

Current position/role:

Manager ☐

Supervisor ☐

Team Leader ☐

Section B: Leadership Styles at CQC

1. The line manager inspires and motivates staff to achieve shared goals.

Strongly Agree ☐ Agree ☐ Neither Agree nor Disagree ☐ Disagree ☐

2. The Leadership within the department encourages the staff members to creativity and innovation.

Strongly Agree ☐ Agree ☐ Neither Agree nor Disagree ☐ Disagree ☐

3. The Managers recognise and reward employees for good performance.

Strongly Agree ☐ Agree ☐ Neither Agree nor Disagree ☐ Disagree ☐

4. The Managers at CQC provide clear direction and set measurable objectives.

Strongly Agree ☐ Agree ☐ Neither Agree nor Disagree ☐ Disagree ☐

5. The managers involve staff in decision-making processes.

Strongly Agree ☐ Agree ☐ Neither Agree nor Disagree ☐ Disagree ☐

6. The staff members receive regular feedback and guidance from managers.

Strongly Agree ☐ Agree ☐ Neither Agree nor Disagree ☐ Disagree ☐

7. The managers support your professional development and career growth.

Strongly Agree ☐ Agree ☐ Neither Agree nor Disagree ☐ Disagree ☐

8. The Managers demonstrate fairness and respect toward all employees.

Strongly Agree ☐ Agree ☐ Neither Agree nor Disagree ☐ Disagree ☐

Section D: Staff Retention and Turnover Intention

9. I intend to continue working at CQC for the next 12 months.

Strongly Agree ☐ Agree ☐ Neither Agree nor Disagree ☐ Disagree ☐

10. The Leadership style influences my decision to stay or leave.

Strongly Agree ☐ Agree ☐ Neither Agree nor Disagree ☐ Disagree ☐

11. I feel motivated to perform well because of my managers.

Strongly Agree ☐ Agree ☐ Neither Agree nor Disagree ☐ Disagree ☐

12. Leadership at CQC contributes to a positive work environment.

Strongly Agree ☐ Agree ☐ Neither Agree nor Disagree ☐ Disagree ☐

13. I would recommend CQC as a good place to work.

Strongly Agree ☐ Agree ☐ Neither Agree nor Disagree ☐ Disagree ☐

Section E: Open-Ended Questions:

14. In your view, which leadership style or techniques can improve the retention and motivation of employees at the Care Quality Commission.

A. _____

15. How can leadership behaviours be changed to improve the retention and satisfaction of employees?

B. _____

16. Any additional comments about the retention and leadership of employees at the Care Quality Commission.

C. _____

Thank you for your participation in this study will help improve the effectiveness of the leadership and the well-being of the staff members of the Care Quality Commission.

Appendix 4

Summary of Responses

Question	Strongly Agree (SA)	Agree (A)	Neither Agree (NA)	Disagree (D)	Total Responses
Q 1	10	12	5	3	30
Q 2	7	12	7	4	30
Q 3	10	11	6	3	30
Q 4	11	13	4	2	30
Q 5	8	8	9	5	30
Q 6	10	13	4	3	30
Q 7	9	13	7	2	30
Q 8	12	12	5	1	30
Q 9	10	13	6	1	30
Q 10	11	12	5	2	30
Q 11	9	12	7	2	30
Q 12	10	12	7	1	30
Q 13	10	12	6	2	30

Appendix 5

The percentage Table

Question	Strongly Agree (SA)%	Agree (A)%	Neither Agree (NA)%	Disagree (D)%	Total %
Q 1	33,4%	40.0%	16.6%	10.0%	100%
Q 2	23.4%	40.0%	23.3%	13.3%	100%
Q 3	33.35%	36.6%	20.0%	10.0%	100%
Q 4	36.6%	36.6%	20.0%	10.0%	100%
Q 5	26.6%	26.6%	30.0%	16.6%	100%
Q 6	33.3%	43.3%	13.3%	10.0%	100%
Q 7	30.0%	43.33%	23.33%	6.6%	100%
Q 8	40.0%	40.0%	16.6%	3.3%	100%
Q 9	33.3%	43.3%	20.0%	3.3%	100%
Q 10	36.6%	40.0%	16.6%	6.6%	100%
Q 11	30.0%	40.0%	23.3%	6.6%	100%
Q 12	33.3%	40.0%	23.3%	3.3%	100%
Q 13	33.3%	40.0%	20.0%	6.6%	100%