

Marian Brattman
Interim National Manager for Research
3rd floor, Brunel building
Heuston South Quarter
Kilmainham
Dublin 8.

Dear Researcher,

Congratulations on the completion of your research project. As part of the Child and Family Agency's (Tusla) ethical approval process, you are invited to submit a summary report of your completed research, which will be uploaded onto the Tusla Research Centre. This report will be made available to Tusla staff, and external audiences, for the purpose of shared learning and developing Tusla's knowledge and information base.

You will be delighted to hear that previous summary reports have garnered interest from a wide audience, including journalists, interested in learning about Tusla's work and new knowledge that can be shared in the public sphere. In this context, we want to offer guidance in the event that external communication of your research findings in public spheres occur when your research is circulated more widely.

As the Agency has facilitated access to Agency data and human participants for your research project through our research ethics approval process, we have a number of requirements of you when you submit your summary report.

- The summary report is available to Child and Family Agency staff and external audiences for the purpose of shared learning and developing the Agency's knowledge and information base. It will be stated on the Tusla Research Centre that the research findings are the researchers' own and have not been endorsed by the Child and Family Agency and that the Agency has not had a role in determining the quality of the research in its entirety and the validity and reliability of the findings within it.
- If your research project is a component of an academic qualification, you will need to discuss external communication of research findings with your academic supervisor in the first instance, and adhere to any requirements of the academic institution in this regard.
- If the research has not been funded by the Agency, the researcher must not act as a spokesperson for the Agency when communicating findings in external settings and should not use Child and Family Agency branding in this regard. We ask you to disseminate findings in accordance with the Agency's Research Dissemination Policy and Procedure (attached), and that all researchers who have been ethically approved by Tusla read the policy, discuss the dissemination of research findings with line management in the first instance and consider the dissemination checklist for the type of research study you have undertaken.
- If your research has been funded or part-funded by Tusla, this will need to be declared and the policy guidance in Tusla's Research Dissemination Policy and Procedure followed. If your research has been funded by the Agency, a joint position on communicating the findings should be developed and in accordance with the Agency's

Research Dissemination Policy and Procedure and Agency's Communication Department guidelines.

- If you are asked to share your research findings with external media, consider the impact of external communication of research findings on participants who engaged in your research project. You may need to seek their re-consent prior to communicating research findings in the public arena through traditional or new media channels, if this has not already been captured in the information sheet and consent form for the study. If this is not feasible, every attempt to anonymise and de-identify participants' data should be made.
- When communicating research findings from your project, focus specifically on the learning from the research project only.
- If applicable, please have regard to your professional code of conduct.

I attach the template for submitting a summary report.

Please do not hesitate to contact me if you have any questions.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Marian Brattman". The signature is written in a cursive style with a large initial 'M' and a long, sweeping underline.

Marian Brattman

Interim National Manager for Research



Ethically Approved Research - Summary Report

This is a Summary Report provided by the researcher to Tusla, Child and Family Agency. The study pertaining to this report was approved by the National Research Office, Research Ethics Review Group. This report will be stored within the Tusla Research Register which will be accessed by National Research Office staff. Please indicate whether or not you give permission for your report to be made available to other staff of the Child and Family Agency and the wider public on the Research Register within the electronic Tusla Research Centre (on the Tusla Child and Family Agency website).

When completing this Summary Report, please adhere to the headings provided. Research studies vary in size; however the completion of this report should not exceed 3,000 words. Please complete, sign and return to recadmin@tusla.ie

Full Title of Research Study:	The impact of leadership styles on retention and employee engagement in a national social care agency.			
Name of Researcher/Researchers: <div style="text-align: right;"> Surname: First Name: Existing post-nominal Letters: </div>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%; padding: 2px;">Roberts</td> </tr> <tr> <td style="width: 80%; padding: 2px;">Dolores</td> </tr> <tr> <td style="width: 80%; padding: 2px;"> </td> </tr> </table>	Roberts	Dolores	
Roberts				
Dolores				
Contact email address:	Dolores.roberts@tusla.ie			

Student Research

If research was undertaken for an academic award please state:

Official title of the course:	Master of Science in Strategic Management (Human Resources)
--------------------------------------	--

Abstract:

The author has worked in Tusla and the HSE in various roles since 1999. Throughout her career, the author has seen staff retention as an area of concern in both public sector organisations. Having enjoyed over 20 years working in public sector, in different roles, the author has had experience of different types of leaders and at times questioned her career as a result of negative leadership.

Having covered leadership as a module for her Masters Degree, this area interests the author and lead to the decision to research leadership styles. The research set out to investigate if leadership styles have an impact on retention, and if they do, which leadership style will best promote retention levels within an organisation that is competing to retain staff. The purpose of the study is to explore how different leadership styles impacts staff retention which has been identified as an area of concern amongst managers across most industries. The study considers six types of leadership styles and seeks to identify which leadership style best encourages higher retention levels, and identifies if leadership styles impact employee satisfaction, and therefore promotes higher retention levels.

From literature reviewed, it is evident that there is a gap in research around the effects of leadership styles on retention levels. There is a gap in knowledge in relation to social care agencies internationally. This gap is not confined to allied health professionals but is an area of further research across public sector organisations. Following a review of research literature carried out by Burns & Lynch, (2012), Webb & Carpenter, (2012) and Bairbe et al., (2010.) which all identify retention of social workers to be an issue and an area requiring further research, it was decided that this is an area to research for this thesis. To do this, the researcher carried out primary research by way of qualitative, semi structured interviews with employees of the organisation to get an in-depth understanding of leadership styles and the impact they are having on retention levels and employee satisfaction. The researcher feels that this is an area that requires attention and hopes that the findings of the research will be considered in the delivery of leadership training going forward.

Referen ce list :	Aarons, G. A. (2006). Transformational and Transactional Leadership: Association With Attitudes Toward Evidence-Based Practice. <i>PSYCHIATRIC SERVICES</i> , 57(8). Al-Sada, M., Al-Esmael, B., & Faisal, M. N. (2017). Influence of organizational culture and leadership style on employee satisfaction, commitment and motivation in the educational sector in Qatar. <i>EuroMed Journal of Business</i> , 12(2), 163–188. https://doi.org/10.1108/EMJB-02-2016-0003
------------------------------	---

- Allen, D. G. (2008). *SHRM Foundation'S EFFeCTivE PRActicE GuidElinES SERiES REtaininG talent*. www.shrm.org/foundation.
- Allen, D. G., Bryant, P. C., & Vardaman, J. M. (2010). Retaining Talent: Replacing Misconceptions With Evidence-Based Strategies. In *Management Perspectives* (Vol. 24, Issue 2). <https://www.jstor.org/stable/25682398?seq=1&cid=pdf->
- Anderson, C. (2010). *Presenting and Evaluating Qualitative Research*. <http://www.ajpe.org>
- Aziri, B. (2011). Aziri B. JOB SATISFACTION: A LITERATURE REVIEW MANAGEMENT RESEARCH AND PRACTICE VOL JOB SATISFACTION: A LITERATURE REVIEW. *Management Research and Practice*, 3(4), 77–86.
- Bahn, S. (2014). Migrant workers on temporary 457 visas working in Australia: Implications for human resource management. *Asia Pacific Journal of Human Resources*, 52(1), 77–92. <https://doi.org/10.1111/1744-7941.12018>
- Bairbe, R., Guerin, S., Nolan, B., Devitt, C., & Egan, A. (n.d.). *The Retention of Social Workers in the Health Services: An Evidence-Based Assessment*.
- Bass, B., & Stogdill. (2009). *Bass & Stogdills handbook of leadership Theory research*.
- Becton, J. B., Matthews, M. C., Hartley, D. L., & Whitaker, L. D. (2012). Using biodata as a predictor of errors, tardiness, policy violations, overall job performance, and turnover among nurses. *Journal of Management & Organization*, 18(5), 714–727. <https://doi.org/10.5172/jmo.2012.18.5.714>
- Bell, E., & Bryman, A. (2007). The ethics of management research: An exploratory content analysis. *British Journal of Management*, 18(1), 63–77. <https://doi.org/10.1111/j.1467-8551.2006.00487.x>
- Berson, Y., & Linton, J. D. (2015). *An examination of the relationships between leadership style, quality, and employee satisfaction in R&D versus administrative environments*.
- Brewer, C. S., Kovner, C. T., Djukic, M., Fatehi, F., Greene, W., Chacko, T. P., & Yang, Y. (2016). Impact of transformational leadership on nurse work outcomes. *Journal of Advanced Nursing*, 72(11), 2879–2893. <https://doi.org/10.1111/jan.13055>
- Brosnan, K. (2009). *Monageer Inquiry*.
- Brown, B. (2018). *Dare to Lead*. Vermilion.
- Bryman Alan. (2012). *Social Research Methods* (4th ed.). Oxford University Press.
- Buckley, H., & Nolan, C. (2013). *An examination of recommendations from inquiries into events in families and their interactions with State services, and their impact on policy and practice*.
- Burns, K., & Christie, A. (2013). Employment mobility or turnover? An analysis of child welfare and protection employee retention. *Children and Youth Services Review*, 35(2). <https://doi.org/10.1016/j.childyouth.2012.11.014>
- Burns, K., & Lynch, D. (2012). *Children's rights and child protection : critical times, critical issues in Ireland*. Manchester University Press.
- Byrman, A., & Bell, E. (2007). *Business Research Methods* (2nd Edition). Oxford University Press, England.
- Callahan, R. F. (2017). Bureaucracy and Leadership. In *Global Encyclopedia of Public Administration, Public Policy, and Governance*. Springer International Publishing. https://doi.org/10.1007/978-3-319-31816-5_622-1
- Castillo-Montoya, M. (2016). Preparing for Interview Research: The Interview Protocol Refinement Framework. *The Qualitative Report*. <https://doi.org/10.46743/2160-3715/2016.2337>
- CIPD. (2020). *Induction*.
- CIPD. (2021). turnover-retention_20210529T121741. *CIPD* . file:///C:/Users/dolor/Downloads/turnover-retention_20210529T121741.pdf
- Claiborne, N., Auerbach, C., & Mcgowan, B. (2014). *Design Teams as an Organizational Intervention to Improve Job Satisfaction and Worker Turnover in Public Child Welfare Error Detection, Correction, and Prevention in High Reliability Systems and Organizations: A Starter Document View project NYS Social Work Education Consortium Workforce Retention Study View project*. <http://digitalcommons.library.tmc.edu/jfs>
- Clarke, L., & Mahon, D. (2020). *Spending Review 2020 Tusla: Staffing and Workforce Planning*.

- Cohen, L., Manion, L., & Morrison, K. (2007). *Research Methods in Education*.
https://www.academia.edu/29281243/Research_method_in_Education?email_work_card=view-paper
- Corbin, J., & Strauss, A. (2008). *Basics of Qualitative Research (3rd ed.): Techniques and Procedures for Developing Grounded Theory*. SAGE Publications, Inc.
<https://doi.org/10.4135/9781452230153>
- Cosgrave, C. (2020). Context matters: Findings from a qualitative study exploring service and place factors influencing the recruitment and retention of allied health professionals in rural Australian public health services. *International Journal of Environmental Research and Public Health*, 17(16), 1–27.
<https://doi.org/10.3390/ijerph17165815>
- CSO. (2016). *Central Statistics Office*.
<https://www.cso.ie/en/statistics/population/>
- Day, D. V. (2011). *Leadership development*.
<https://www.researchgate.net/publication/282651226>
- Deloitte. (2017). *2017 Human Capital Trends: An Irish Public Sector Perspective*.
- Dept. of Education, U. (2019). *Experimental statistics: Children and family social work workforce in England, year ending 30 September 2018*.
- Dewah, P., & Mutula, S. M. (2016). Knowledge retention strategies in public sector organizations: Current status in sub-Saharan Africa. *Information Development*, 32(3), 362–376. <https://doi.org/10.1177/0266666914551070>
- Dinh, J. E., Lord, R. G., Gardner, W. L., Meuser, J. D., Liden, R. C., & Hu, J. (2014). Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives. In *Leadership Quarterly* (Vol. 25, Issue 1, pp. 36–62). <https://doi.org/10.1016/j.leaqua.2013.11.005>
- Easterby-Smith, M., Thorpe, R., & Jackson, P. R. (2015). *Management and Business Research 2*.
- Erez, A., Misangyi, V. F., Johnson, D. E., LePine, M. A., & Halverson, K. C. (2008). Stirring the Hearts of Followers: Charismatic Leadership as the Transferal of Affect. *Journal of Applied Psychology*, 93(3), 602–616.
<https://doi.org/10.1037/0021-9010.93.3.602>
- Eslami, J., & Gharakhani, D. (2012). *ARN Journal: Organizational Commitment and Job Satisfaction of Science and Technology*. 2(2).
<http://www.ejournalofscience.org85>
- Ferguson, A., & Moritz, M. (2015). *Leading*. Hodder & Stoughton.
- Fernandez, S., Cho, Y. J., & Perry, J. L. (2010). Exploring the link between integrated leadership and public sector performance. *Leadership Quarterly*, 21(2), 308–323. <https://doi.org/10.1016/j.leaqua.2010.01.009>
- Forbes.com. (2019, May 9). *The cost of turn over can kill your business and make things less fun*. Forbes.Com.
<https://www.forbes.com/sites/johnhall/2019/05/09/the-cost-of-turnover-can-kill-your-business-and-make-things-less-fun/?sh=23c6f0c77943>
- Frank, Fredric D, Finnegan, R. P., & Taylor, C. R. (2014). *The Race for Talent: Retaining and Engaging Workers in the 21st Century*.
- Frank, Fredrick D., Finnegan, R. P., Taylor, C. R., & TalentKeepers. (2014). *The Race for Talent: Retaining and Engaging Workers in the 21st Century*. *Human Resource Planning Society*.
- Gastil, J. (1994). A Definition and illustration of democratic leadership. *Human Relations*, 47(8), 953–975.
- Gering, J., & Conner, J. (2002). Business. A strategic approach to employee retention. *Hfm (Healthcare Financial Management)*, 56(11), 40–44.
- Gregory, B. T., Harris, S. G., Armenakis, A. A., & Shook, C. L. (2009). Organizational culture and effectiveness: A study of values, attitudes, and organizational outcomes. *Journal of Business Research*, 62(7), 673–679.
<https://doi.org/10.1016/j.jbusres.2008.05.021>
- Hamstra, M. R. W., Van Yperen, N. W., Wisse, B., & Sassenberg, K. (2011). Transformational-transactional leadership styles and followers' regulatory focus: Fit reduces followers' turnover intentions. *Journal of Personnel Psychology*, 10(4), 182–186. <https://doi.org/10.1027/1866-5888/a000043>
- Hansen, E. G. (2010). *Responsible Leadership Systems* (1st Edition).

- Harvard Business Review. (2019). *The key to Happy customers*. Harvard Business Review. <https://hbr.org/2019/08/the-key-to-happy-customers-happy-employees>
- Health Service Executive. (2019). *Health Service Executive Turnover Report*.
- Hinkin, T. R., & Schriesheim, C. A. (2008a). A theoretical and empirical examination of the transactional and non-leadership dimensions of the Multifactor Leadership Questionnaire (MLQ). *Leadership Quarterly*, 19(5), 501–513. <https://doi.org/10.1016/j.leaqua.2008.07.001>
- Hinkin, T. R., & Schriesheim, C. A. (2008b). An Examination of “Nonleadership”: From Laissez-Faire Leadership to Leader Reward Omission and Punishment Omission. *Journal of Applied Psychology*, 93(6), 1234–1248. <https://doi.org/10.1037/a0012875>
- Ipuele, A., & Fidelis Aondoaseer, A. (2013). LEADERSHIP STYLES AS RECIPES FOR TRANSFORMATION. In *International Journal of Business and Management Review* (Vol. 1, Issue 4). www.ea-journals.org
- Kerlinger, F. N. (1970). *Foundations of Behavioural Research*. Holt, Rinehart & Winston.
- Kim, S. (2002). *Participative Management and Job Satisfaction: Lessons for Management Leadership* 231.
- Kleinman, C. S. P. R. (2004). Leadership and Retention, JONA: The Journal of Nursing Administration. *JONA: The Journal of Nursing Administration*, 34(3), 111–113.
- Landy, F. J. (1989). *Psychology of Work Behaviour* (4th Edition, pp. 533–547). Wadsworth Publishing.
- Lipsky, M. (1980). *Street Level Bureaucracy: Dilemmas of the individual in Public Services*. Russell Sage Foundation. <https://www.jstor.org/stable/10.7758/978161044771>
- MacGregor Burns, J. (1978). *Leadership* (1st Edition). Harper & Row.
- MacMillan, K., & Koenig, T. (2004). The Wow Factor. *Social Science Computer Review*, 22(2). <https://doi.org/10.1177/0894439303262625>
- Madhubadhini, D. (2014). *impact of immediate leadership style on employee performance with reference to executive level bank sector employees in Kandy district* [National Institute of Business Management]. <https://www.slideshare.net/dkdmadhubhashini/impact-of-immediate-leadership-style-on-employee-performance-with-reference-to-executive-level-bank-sector-employees-in-kandy-district>
- Maertz, C. P., & Griffeth, R. W. (2004). Eight motivational forces and voluntary turnover: A theoretical synthesis with implications for research. *Journal of Management*, 30(5), 667–683. <https://doi.org/10.1016/j.jm.2004.04.001>
- Maher, C., Hadfield, M., Hutchings, M., & de Eyto, A. (2018). Ensuring Rigor in Qualitative Data Analysis. *International Journal of Qualitative Methods*, 17(1). <https://doi.org/10.1177/1609406918786362>
- Mayende, T. S., & Musenze, I. A. (2018). Ethical leadership and staff retention: The moderating role of job resources in Uganda’s healthcare sector. *SA Journal of Industrial Psychology*, 44. <https://doi.org/10.4102/sajip.v44i0.1531>
- Meier, K. J., & Hicklin, A. (2008). Employee turnover and organizational performance: Testing a hypothesis from classical public administration. *Journal of Public Administration Research and Theory*, 18(4), 573–590. <https://doi.org/10.1093/jopart/mum028>
- Meslec, N., Curseu, P. L., Fodor, O. C., & Kenda, R. (2020). Effects of charismatic leadership and rewards on individual performance. *Leadership Quarterly*, 31(6). <https://doi.org/10.1016/j.leaqua.2020.101423>
- Muhangi, B. W., & Wakabi, B. M. (2013). Leadership style and staff retention in organisations Strengthening the business practices of small scale Fish Farmers in the Rwenzore region View project Leadership Style and Staff Retention in Organisations. In *International Journal of Science and Research (IJSR) ISSN*. www.ijsr.net
- Mullins, L. J. (2005). *MANAGEMENT AND ORGANISATIONAL BEHAVIOUR*. www.booksites.net/mullins
- Murphy, J., Rhodes, M. L., Meek, J. W., & Denyer, D. (2017). Managing the Entanglement: Complexity Leadership in Public Sector Systems. *Public*

- Administration Review*, 77(5). <https://doi.org/10.1111/puar.12698>
- Murphy, Y., Mangan, I., & O' Neill, H. (2010). *Commission of Investigation. Report into the Catholic Diocese of Cloyne*.
- Nitin Nohria, & Rakesh Khurana. (2010). *Handbook of Leadership Theory and Practice* (Nitin Nohria & Rakesh Khurana (eds.)). Harvard Business Press.
- Ohemeng, F. L. K., Obuobisa Darko, T., & Amoako-Asiedu, E. (2019). Bureaucratic leadership, trust building, and employee engagement in the public sector in Ghana. *International Journal of Public Leadership*, 16(1), 17–40. <https://doi.org/10.1108/ijpl-05-2019-0018>
- Pannucci, C. J., & Wilkins, E. G. (2010). Identifying and Avoiding Bias in Research. *Plastic and Reconstructive Surgery*, 126(2). <https://doi.org/10.1097/PRS.0b013e3181de24bc>
- Pinayungan Dongoran, A., Nazaruddin, & Purnomo Wibowo, R. (2020). Analysis of effect of leadership style, work motivation and work ability to employee satisfaction in increasing performance of harvesters. *IOP Conference Series: Materials Science and Engineering*, 801(1). <https://doi.org/10.1088/1757-899X/801/1/012073>
- Prince, M. B., & Chacko, A. (2006). INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT. *International Journal of Research in Commerce & Management*, 7(10), 36–40. <http://ijrcm.org.in/http://ijrcm.org.in/iiCONTENTS>
- Redmond, B., Guerin, S., & Nolan, B. (2010). *The Retention of Social Workers in the Health Services: An Evidence-Based Assessment Examining the Impact of Student Mobility and Extracurricular Engagement on Academic Performance and Graduate Outcomes. View project Oral hygiene programmes for people with intellectual disabilities View project*. <https://doi.org/10.13140/RG.2.1.3535.2487>
- Roche, D., & Rankin, J. (2004). *Who Cares? Building the Social Care Workforce*. www.ippr.org/registeredcharity800065
- Ryan, S. M. J. (2009). *Report-Commission to Inquire into Child Abuse, vol. 1*. <http://hdl.handle.net/10147/87278>
- Saqib Khan, M., Khan, I., Qureshi, Q. A., Ismail, H. M., Rauf, H., Latif, A., & Tahir, M. (2015). *The Styles of Leadership: A Critical Review* (Vol. 5, Issue 3). www.iiste.org
- Sargeant, J. (2012). Qualitative Research Part II: Participants, Analysis, and Quality Assurance. *Journal of Graduate Medical Education*, 4(1), 1–3. <https://doi.org/10.4300/JGME-D-11-00307.1>
- Saunders, M. (2016). *Research Methods for Business Students*. www.pearson.com/uk.
- Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research Methods for Business Students* (5th Edition). Pearson Education Limited.
- SAUNDERS, M. N. K., LEWIS, P., & THORNHILL, A. (2007). *Research Methods for Business Students* (4th Edition). Pearson Education Limited.
- Seitz, S. (2016). Pixilated partnerships, overcoming obstacles in qualitative interviews via Skype: a research note. *Qualitative Research*, 16(2), 229–235. <https://doi.org/10.1177/1468794115577011>
- Sharma, D. L. J. K., & Singh, D. S. K. (2013). A Study on the Democratic Style of Leadership. *INTERNATIONAL JOURNAL OF MANAGEMENT & INFORMATION TECHNOLOGY*, 3(2). <https://doi.org/10.24297/ijmit.v3i2.1367>
- Skogstad, A., Einarsen, S., Torsheim, T., Aasland, M. S., & Hetland, H. (2007). The destructiveness of laissez-faire leadership behavior. *Journal of Occupational Health Psychology*, 12(1), 80–92. <https://doi.org/10.1037/1076-8998.12.1.80>
- Smyth, P. (2019). *OPENING STATEMENT JOINT OIREACHTAS COMMITTEE FOR CHILDREN AND YOUTH AFFAIRS*.
- Social Care Ireland. (2021). *Social Care Ireland*. <https://socialcareireland.ie/What-Is-Social-Care-Work/>. <https://socialcareireland.ie/what-is-social-care-work/>
- Spector, P. E. (1997). *Job Satisfaction: Application, Assessment, Cause and Consequences*. Sage Publications .
- Status.net. (2021). *What is Organisatation Citizenship Behaviour*. <https://status.net/articles/what-is-organizational-citizenship-behavior-ocb-types-examples/>

- Tian, H., Iqbal, S., Akhtar, S., Qalati, S. A., Anwar, F., & Khan, M. A. S. (2020). The Impact of Transformational Leadership on Employee Retention: Mediation and Moderation Through Organizational Citizenship Behavior and Communication. *Frontiers in Psychology, 11*. <https://doi.org/10.3389/fpsyg.2020.00314>
- Tran, D., Hall, L. M. G., Davis, A., Landry, M. D., Burnett, D., Berg, K., & Jaglal, S. (2008). Identification of recruitment and retention strategies for rehabilitation professionals in Ontario, Canada: Results from expert panels. *BMC Health Services Research, 8*. <https://doi.org/10.1186/1472-6963-8-249>
- Tu, Y., Lu, X., & Yu, Y. (2017). Supervisors' Ethical Leadership and Employee Job Satisfaction: A Social Cognitive Perspective. *Journal of Happiness Studies, 18*(1), 229–245. <https://doi.org/10.1007/s10902-016-9725-1>
- Tummers, L. G., & Knies, E. (2013). Leadership and meaningful work in the public sector. *Public Administration Review, 73*(6), 859–868. <https://doi.org/10.1111/puar.12138>
- Tusla-Business-Plan-2020-Web*. (2020).
- Tusla Child and Family Agency. (2014). *Tusla Annual Report - 2014*.
- Tusla Child and Family Agency. (2019). *Tusla-Annual-Report-2019-eng-web*.
- Tusla Child and Family Agency. (2020). *Quarterly Service Performance and Activity Report*.
- Uitzinger, D., Chrysler-Fox, P., & Thomas, A. (2018). Perceptions of human resource professionals of challenges to and strategies for retaining managers. *Acta Commercii, 18*(1). <https://doi.org/10.4102/ac.v18i1.504>
- Useem, M. (2000). *MASTERING MANAGEMENT: HOW TO GROOM THE LEADERS OF THE FUTURE*.
- van Assen, M. F. (2018). Exploring the impact of higher management's leadership styles on Lean management. *Total Quality Management & Business Excellence, 29*(11–12). <https://doi.org/10.1080/14783363.2016.1254543>
- Vann, B. A., Coleman, A. N., & Simpson, J. A. (2014). Development of the Vannsimpco Leadership Survey: A delineation of hybrid leadership styles. In *SBS jaBr* (Vol. 3).
- Webb, C. M., & Carpenter, J. (2012). What can be done to promote the retention of social workers? A systematic review of interventions. *British Journal of Social Work, 42*(7), 1235–1255. <https://doi.org/10.1093/bjsw/bcr144>
- Wilson, D. E. (2020). Moving toward democratic-transformational leadership in academic libraries. *Library Management, 41*(8–9), 731–744. <https://doi.org/10.1108/LM-03-2020-0044>
- Woods, M., Paulus, T., Atkins, D. P., & Macklin, R. (2016). Advancing Qualitative Research Using Qualitative Data Analysis Software (QDAS)? Reviewing Potential Versus Practice in Published Studies using ATLAS.ti and NVivo, 1994–2013. *Social Science Computer Review, 34*(5). <https://doi.org/10.1177/0894439315596311>
- Worrell, T. G. (2004). *School Psychologists' Job Satisfaction: Ten Years Later*.
- Wright, B. E., & Pandey, S. K. (2010). Transformational leadership in the public sector: Does structure matter? *Journal of Public Administration Research and Theory, 20*(1), 75–89. <https://doi.org/10.1093/jopart/mup003>
- Yahaya, R., & Ebrahim, F. (2016). Leadership styles and organizational commitment: literature review. In *Journal of Management Development* (Vol. 35, Issue 2, pp. 190–216). Emerald Group Publishing Ltd. <https://doi.org/10.1108/JMD-01-2015-0004>
- Zareen, M., Razzaq, K., & Mujtaba, B. G. (2015). Impact of Transactional, Transformational and Laissez-Faire Leadership Styles on Motivation: A Quantitative Study of Banking Employees in Pakistan. *Public Organization Review, 15*(4), 531–549. <https://doi.org/10.1007/s11115-014-0287-6>
- Zhang, J., Ahammad, M. F., Tarba, S., Cooper, C. L., Glaister, K. W., & Wang, J. (2015). The effect of leadership style on talent retention during Merger and Acquisition integration: evidence from China. *International Journal of Human Resource Management, 26*(7), 1021–1050. <https://doi.org/10.1080/09585192.2014.908316>

--	--

Permission Box

I give permission for this report to be made available on the Tusla Electronic Research Centre website; it may be viewed by those internal and/or external to Tusla.

Yes/No (please circle)

Researcher Signature:

Adores Roberts

Date: 30/11/2022

I give permission for my personal details including name, email address and title of qualification to be made available on the Tusla Electronic Research Centre website; it may be viewed by those internal and/or external to Tusla.

Yes/No (please circle)

Researcher Signature:

Adores Roberts

Date: 30/11/2022