Leadership Styles in one of the Philippine's Largest Multinational Conglomerate as Perceived by Board Members, Management Personnel and Staff: As a Basis for Policy Formulation

Wylyn S. Salva

Cavite State University, Imus Campus, Department of Business Management
wssalva@cvsu.edu.ph

ABSTRACT

Leadership can be defined as the process through which an individual guide and motivates a group towards the achievement of common goals. Research has examined whether or not there are some differences in leadership, and these differences can be seen from a relationship based or task-based perspective.

The purpose of this study is to assess the leadership style in one of the largest Philippine's Multinational Conglomerate as perceived by Board Members, Management Personnel, and Staff at Mandaluyong City, and to present a synthesis of the voluminous amount of material that has been written on the topic, primarily in the literature of management, psychology, sociology, and political science. The first section of the paper throws light on the topic if there really exist some differences in leadership styles. The following section opposes the findings supporting the statement that differences in leadership styles do exist and also brings a point of attitudes and behaviours that have affected the growth of ambitiousness. The last section of the paper discusses the effect leaders at several levels of management, social and political levels and how our conventional wisdom has affected our attitudes and beliefs towards work outputs. The findings of the study show that leadership (managers' behavior) itself can be a reason for such problems. The researcher is of the view that when adopted collectively transformational, Laissez-Faire, and Innovative leadership styles are the most effective leadership styles perceived by the Board Members, Management Personnel, Staff Members in one of the largest Philippine's Multinational Conglomerate. Based on the findings, it could be concluded that results of this investigation can be helpful in designing certain programs and strategies to increase the awareness among managers and leaders this corporation.

Keywords: Leadership style, Transformational, Laissez-Faire, Command and control, Innovative, Situational, Servant, Pace Setter, Charismatic, Autocratic

Introduction

An effective leader influences follower in a desired manner to achieve desired goals. Different leadership styles may affect organizational effectiveness or performance. Organizational Culture is influenced by leadership style and consequently, leadership style affects organizational performance.   Leadership is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals. A leader can be defined as a person who delegates or influencing others to act so as to carry out specified objectives. Today's organizations need effective leaders who understand the complexities of the rapidly changing global environment. If the task is highly structured and the leader has good relationship with the employees, effectiveness will be high on the part of the employees.

Leadership style is the relatively consistent pattern of behavior that characterizes a leader. In today's organizations need effective leaders who understand the complexities of the rapidly changing global environment. Different leadership styles may affect organizational electiveness or performance. According to the Oladipo et a,

the success or failure of proper organizations, nations and other social units has been largely credited to the nature of their leadership style.

The purpose of this investigation is to assess the leadership style in Philippine's Multinational Conglomerate as perceived by Board Members, Management Personnel, and Staff at Mandaluyong City, and to present a synthesis of the voluminous amount of material that has been written on the topic, primarily in the literature of management, psychology, sociology, and political science. The first section of the paper throws light on the topic if there really exist some differences in leadership styles. The following section opposes the findings supporting the statement that differences in leadership styles do exist and also brings a point of attitudes and behaviors that have affected the growth of ambitiousness. The last section of the paper discusses the effect leaders at several levels of management, social and political levels and how our conventional wisdom has affected our attitudes and beliefs towards work outputs. She personally opines that there exist some differences in leadership styles, as they differ in communication styles, situational handling styles to make better androgynous leaders as they tend to communicate more expressively and can motivate the creativity and innovation in the team. So, the outcomes of such leadership styles are more suited towards the public good rather than the success of the corporate level organizations which might require more assertive and commanding leadership abilities.

1. Statement of the Problem

This investigation assessed the leadership style in Philippine's Multinational Conglomerate as perceived by Board Members, Management Personnel, and Staff at Mandaluyong City and to propose policies formulated based on the results of this investigation.

Specifically, it will solicit answers to the questions forwarded hereunder: 1. What is the profile of the respondent Board Members; Management Personnel; and Rank & File Employees in terms of:

1.1. Age

1.2. Educational Attainment

1.3. Gender

1.4. Length of service

2. How do the respondents assess the leadership style scheme to determine the leadership style in Philippine's Multinational Conglomerate as perceived by Board Members, Management Personnel, and Staff at Mandaluyong City with the subsequent indicators:

2.1. Charismatic

2.2. Transformational

2.3. Innovative

2.4. Command and Control

2.5. Laissez-Faire

2.6. Pace Setter

2.7. Servant

2.8. Situational

3. How do the respondents differ in their assessment of the leadership style scheme to determine the leadership style in Philippine's Multinational Conglomerate Corporation as perceived by Board Members, Management Personnel, and Staff at Mandaluyong City based on the profile variables?

4. What policies formulation may be propose based on the results of the study?

Hypothesis of the Study

Null Hypothesis (H₀): This investigation tested this hypothesis:

There are no significant differences in the assessment of the leadership style scheme to determine the leadership style in Philippine's Multinational Conglomerate as perceived by Board Members, Management Personnel, and Staff at Mandaluyong City based on the profile variables.

2. Scope and Limitation of the Study

This investigation will limit itself to the

Board Members; Management Personnel; and Rank & File Employees at Philippine's Multinational Conglomerate. It will have for its respondents, the selected Board Members; Management Personnel; and Rank & File Employees at Philippine's Multinational Conglomerate Corporation, Mandaluyong City whose names were disregarded in this investigation. It will cover the period 2013-2017. Developments, as to changes in business organizational settings in line with the above stipulations after March 2018 will not be covered by this investigation.

3. Methodology

The researcher adopted the descriptive method of research in this investigation to ascertain the leadership style in Philippine's Multinational Conglomerate as perceived by Board Members, Management Personnel, and Staff at Mandaluyong City and would attempt to propose policies formulated based on the results of this investigation.

Respondents of the Study. The researcher adopted the Purposive Sampling Method to derive the respondents of this investigation and covered the above established population (N) as the respondents (n) of this investigation. This investigation covered the total figures established above as the population (N = 175) as its respondents (n = 175) or 37 (21.15%) Board Members (BMs); 45 (25.71%) Management Personnel (MPs), 93 (53.14%) Rank & File Employees (R&FEs) were the respondents (n) of this investigation.

Statistical Treatment of Data. The data gathered were organized using frequency distribution; percentage (%); weighted mean; and ranking.

4. Findings

It could be interpreted based on documents and results, this investigation identified three (3) perceived Leadership Styles by the Board Members, Management Personnel, and Staff Members at Philippine's Multinational Conglomerate in Mandaluyong City, Philippines were reviewed and analyzed with regard to their context, contents, and significances.

1. Profile of Respondents

1.1   Majority of the Board Members and Management Personnel at Philippine's Multinational Conglomerate, during this investigation were Above 27 years old and majority of the Staff Members in the same corporation were within the age range of 23-24 years old with an average Age bracket of 20-50 years old.

1.2   Majority of the Board Members and Management Personnel at Philippine's Multinational Conglomerate were Masteral Graduates while, a bulk of the Rank & File Employees were only College Graduate during the investigation.

1.3   A large number of Board Members and Management Personnel were of Male Gender however, majority of the Staff Members were of Female Gender at the period of this investigation.

Thus, implying that female gender was scanty in the higher ranks - Board Membership and Managerial positions and an insignificant cluster among the corporation during this investigation. Inversely, a majority of the Women SMC, Inc. workers were engaged in Rank & File Employment with their educational stance. Meaning that, decision-making jobs exert a pull on the Male Gender more than the Female Gender.

Gender difference is considered to be a "barrier so subtle that it is transparent yet, so strong that it prevents women from moving up the ladder to the management hierarchy." Women have made great strides in education to catch-up with men however, in the workplace, inequality persists. It is unrealistic to expect gender equality when till today, the decision-making jobs are the Male things while, Rank & File jobs are the Female things.

1.4   It was concluded that many of the Board Members and Management Personnel have been patronage to and had served corporation Above 14 years while, majority of the Staff Members have been loyal to the corporation for 10-11 years at the time of this investigation.

Summarizing the overall weighted means ($\overline{x}$) is basically to further ascertain the perceived leadership style in Philippine's Multinational Conglomerate by its Board Members (BMs); Management Personnel (MP); and Rank & File Employees (R&FEs) via the assessment of the individual constituent of the eight (8) leadership styles scheme and to further make certain the extent of divergence (if any) in the assessment of the three (3) categories of the respondents in this investigation.

It was revealed that, the BMs; MP; and R&FEs at Philippine's Multinational Conglomerate were Strongly in Agreement with: Transformational; Laissez-Faire; and Innovative Leadership Styles in that order presumed to be their perceived Leadership Styles in the investigation. Whereas, they merely considered Charismatic Authority Leadership Style as, "*Agree.*" But, Situational and Pace Setter were considered as, *"Moderately Agree,"* respectively. But, they were in *"Disagreement"* with Command and Control and Servant. There are no significant differences in the perceived three (3) components of the Leadership Styles Scheme Components to determine the Perceived Leadership Style by the Board Members, Management Personnel, and Staff in the Corporation, based on the profile variables such as Age; Educational Attainment; Gender; and Length of Service. Hence, Age; Educational Attainment; Gender; and Length of Service profile of the respondents were no prevailing factors to change the outcome of this investigation.

5. Conclusion

To further ascertain the perceived leadership style in Philippine's Multinational Conglomerate by its Board Members (BMs); Management Personnel (MP); and Rank & File Employees (R&FEs) via the assessment of the individual constituent of the eight (8) leadership styles scheme and to further make certain the extent of divergence (if any) in the assessment of the three (3) categories of the respondents in this investigation. It could be fair to state that transformational leaders focus on effecting revolutionary change in organizations through a commitment to the organization's vision and redefining people's missions and visions by renewing their commitment, and restructuring their systems for goal accomplishment through a relationship of mutual stimulation and elevation that converts followers into leaders and leaders into moral agents.

It is implied in this investigation that transformational leadership behaviors, such as idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation are positively related to greater employee acceptance, better performance, and increased job satisfaction at work. Basically, these effects are vision building, high performance expectations, developing consensus about group goals and intellectual stimulation. Therefore, transformational leadership is very substantial for the corporation the leadership styles that perceived by its Board Members, Management Personnel, and Staff at Mandaluyong City as affirmed categorically that their leaders demonstrate these characteristics properly by the way they judged the indicators of Transformational Leadership Style.

It can be fair enough to state that the results of this investigation reveal that a combination of three (3) leadership styles existing in the Corporation were Transformational; Laissez-Faire; and Innovative Leadership Styles because, they demonstrate high level of characteristics of leadership like idealized influence, inspirational motivation, individualized consideration and intellectual stimulation. It can be concluded from this investigation that Board Members, Management Personnel, and Rank & File Employees' opinions concerning their leaders' Transformational; Laissez-Faire; and Innovative Leadership behaviors are positive in general. It can also be inferred that the fewer female leaders' behaviors are perceived more polite than male colleagues at Philippine's Multinational Conglomerate during this investigation.

6. Recommendation

The researcher is of the view that when collectively adopted transformational, Laissez-faire, and Innovative leadership styles and being the most effective leadership styles perceived by the Board Members, Management Personnel, Staff Members in Philippine's Multinational Conglomerate. Therefore, the investigation would emphasize the need to develop some system to provide subordinates' feedback to their managers or leaders.

Vitally are the facts that policies can never be inactive or static. They should always relate to current issues in the business organization (for example, the continuous process of change, transformation, and globalization which are taking place in Philippine's Multinational Conglomerate especially now that the corporation is intending to go into petroleum dealership. They should unremittingly be adapted to match the impact of environmental variables and their influencing factors. Policies should therefore be dynamic, including influencing factors such as challenges for jobs that allows a feeling of achievement motivates employees to work effectively. Some of the challenging job factors that allow a feeling of achieving are enjoyment of work itself, advancement, earning recognition, staff loan, flexible work hours, responsibility, conducive workplace, and training.

They are highly recommended for the formation of programs, strategies, and policies in this Philippine's Multinational Conglomerate and other corporations in the Philippines (1) As to recruitment new qualified employees for leadership position, management are advised to consider millennial workforce skillful in leadership style to create constructive work climate for others to follow and apply innovative thinking to solve problem, develop new product, and services for the benefit of all in the organization. (2) Management should also consider developing new but well-rounded leaders that could be a basis to influence defending on leader charisma and energy to inspire followers. (3) Management should create a program that will encourage members to think creatively and recommend incentives for member to participate and motivate by strengthening team optimism, enthusiasm, and commitment. "there is no verbal vitamin more potent that praise" thus, motivation is the most important growth factor. (4) with regards to the gender, it is recommended establish a sex disaggregated data system for the employee to maintain the balance of male and female in the organization especially in board members and management personnel whose respondent are 80% and above were male. Focusing on the initiative that adds value to the corporation by giving importance on the women of the society.

7. Acknowledgment

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