

A PERCEPTUAL LEADERSHIP STYLE FOR THE PHILIPPINE AIRLINE MANAGEMENT: AN INITIAL SURVEY

¹Gilmore M. Rioveros

¹Philippine State College of Aeronautics

*corresponding author: gilmore_rioveros@yahoo.com

ABSTRACT

The research was an initial survey of the diverse types of leadership used by notable people across the globe. This qualitative study analyzed these leadership styles and the relevance of leadership at work. There were several styles listed, but the researcher has found one style to be appropriate in the management of the Philippine Airlines. This study utilizes observation and documentary analysis. As a result of this paper, it was found out that the best model for leadership that can be used is the transformational model which is also the leadership of the transition or transformational leadership. In order to confirm its usefulness and relevance for the good of the organization or business, the researcher will prefer to perform an extensive analysis on transformational leadership in the future.

KEYWORDS: Leadership, Leadership style, Documentary Analysis Transformational Leadership

Article Received: 10 August 2020, Revised: 25 October 2020, Accepted: 18 November 2020

INTRODUCTION

Many have a leading role at some stage in the lives of administrators, whether at a staff gathering, a team initiative, or even in a social environment. Understanding different leadership styles will help us recognize the strengths and weaknesses and, as a result, become a stronger leader.

Leadership is the craft or skill of inspiring a group of individuals to accomplish a collective purpose. Leadership stems from mutual dominance rather than from a strict hierarchy of seniority. Anyone with the right qualifications, irrespective of their role in a business or organization, may be a leader.

As part of the wider leadership program required, a new course addressing leadership styles and activities has been created and administered. The course explores many facets of entrepreneurial thought, including collaboration, teamwork, leadership, principles and ethical decision-making, opportunity perception, resilience, imagination, ingenuity, innovative problem-solving and critical thinking. Via in-class exercises and sports, as well as delegated collaborative work, the course discusses numerous leadership ideologies, including hierarchical, mutual, national and organizational structures. Along with these models, honesty, character, diversity, creativity, intrapreneurship and environmental change are examined. In addition, each student started forming his/her own theory of leadership through different tasks and assignments of personal reflection. Unit activity is underscored and all student leadership abilities are self-assessed and assessed by each team member (Gerhart, A., & Grunow, M., 2009).

Today's corporate executives ought to explore new forms of changing perceptions and practices of companies to be successful in these exponential times. The key aim of this study was to move middle managers of the Myanmar ABC Organization from Transactional Leadership (T2) to Transformational Leadership (T3) using the Full Spectrum Leadership Development Program (FR-LDP) with Appreciative Inquiry (Hein & Chavez, 2016).

Jung et al. (1995) suggested that it is believed that the philosophy of transformational leadership is more individualistic in the orientation of Western cultures. However, transformational leadership has been shown to be more relevant in collectivist communities such as Myanmar.

Bass (1990) noted in his study that many scholars have researched leadership in many respects, based on their meaning and methodological preferences. So far, politicians have used diverse forms of leadership to direct their supporters. The number of leadership theories has developed on the basis of Trait, Behavioural, Transformative, Situational and Charismatic. Many scholars have attempted to relate some of the hypotheses around these leadership islands, some of which concentrate on attributes, behaviours, abilities, competencies, habits and functions of relationships (Gill, 2006). Burns 1978 believed that leadership has long been one of the most researched topics on earth, but there may not be a single paradigm to understand, and little has been understood in its wonder and spectacle. Leadership has a distinctive quality to inspire and influence

individuals to follow and accomplish goals (Daft, 2000).

In the early years, leadership was regarded from outside backgrounds such as Plato, Aristotle and Socrates, who claimed that individuals with superior wisdom should be leaders with the implicit assumptions that leaders are born, not created. And then it developed into leadership activity that centered on investigating the relationship between the actions of the leader and the happiness and efficiency of the follower. Fiedler and Chemers (1984) argued that there is no ultimate leadership style under any case, but the success of leadership depends on how well they chose their leadership style in line with the situation. External perspectives on leadership theories included trait theories, behavioural theories, contingency and situational theories, path-to-go theory, and leader-member exchange theory. James MacGregor Burns' Book on Leadership (1978) has found its way to revolutionizing leadership philosophy into a modern paradigm change from traditional leadership perspectives to process-oriented leader-individual approaches.

Objectives of the Study

The purpose of the study was to conduct an initial survey that tends to discuss the importance of leadership at a workplace; to find out the various leadership styles common to administrators, and to identify the application of the best leadership style in the Philippine Airlines Management.

Scope and Limitations

The study is limited only on the various leadership styles which could be applicable in the Philippine Airlines Management. These recommendations could be part of another extensive study to be conducted by the concerned researcher.

METHODOLOGY

Research Design

This research utilized the qualitative method using the documentary analysis to gather the data. These data are gathered, analyzed, and interpreted based on the perception of the researcher. It answers three qualitative questions which were all based on previous researches. Based on these, the researcher has finally come up with the conclusion about the best leadership style to be used by administrators at the Philippine Airlines.

Ethical Consideration and Procedure

The researcher asked for permission to conduct an initial survey using documentary analysis on the proposed leadership styles for the Philippine Airline Management from the Institute of Graduate Studies – PHILSCA. This qualitative study will be shared to the IGS community for further research.

FINDINGS

What is the importance of leadership at a workplace?

The Philippine Airlines is located at the Ninoy Aquino International Airport (NAIA) in Manila. The Philippine Airlines is one of the busiest places at the airport. Different situations may come in and go. People will consult the staff and they need quick answers to every question. The staff need the managers to guide them and lead them to a smooth flow of the workplace. Understanding the different types of leadership styles can continue to make you a good leader. Different leadership styles produce different results, and with particular leadership styles, certain individuals are successful. You will have a better view of your talents, shortcomings, and the style of communication that can lead to the most successful leadership possible once you realize the kind of leader you are. As an administrator, this is important. By applying the right styles to a workplace to deliver more success in an organization, it is important to remember how successful you are as a leader.

Good leaders also have a mix of numerous "leadership qualities," such as resourcefulness, motivation, vision, and empathy. However, the most successful leaders are able to adapt to the demands of different situations, using their varying spectrum of leadership skills, in order to achieve their goals.

There are no studies conducted yet on how leadership styles have been conducted at the airport particularly the Philippine Airlines. However, discussing about the importance of leadership at the workplace is numerous. In an anonymous study conducted by one author published in the New Library World in London (1994), he/she stressed the importance of leadership by providing few tactical actions in the organization. First, obtain support from the board of directors. Total quality activities in a company must begin at the top. Starting with the board of directors is a good place to go. Conducting a content survey among them is one way to gain their approval. Second, prepare an action plan. The responses to questions would offer useful insights into the current organizational culture and

demonstrate the organization's preparation for quality adoption. Top management can then develop an action plan focused on the survey responses, which should be shared at each board meeting. Third, develop a mission and vision statement. Continuous coordination of the vision through a systematic communication strategy is critical to the initial implementation of quality. Finally, conduct a customer survey satisfaction to its employees and its clients. The CEO and top management should support this in order to give a strong message within the organization that quality is tied to consumer loyalty. The findings could then be presented to all staff by the CEO and senior executives. Comprehensive techniques for increasing consumer loyalty should be developed and shared. The most effective way to change organizational behavior and implement absolute excellence is by senior management leadership. A good quality culture can be built by strategy and leading by example. A TQM approach starts with preparation and finishes with organizing, as it includes leadership, consumer analysis, consistency and satisfaction assessment, improvement programs, and reward/recognition programs. It is led by senior management and is concerned with client loyalty and, essentially, profitability.

In the Philippine Airlines, the researcher observed that leadership is very significant in the daily routine of the company. Thousands of concerns could come out in just one day, but if there is a good leadership among the top management down to the rank and file, there is an effective and smooth flow of the activities in the organization.

On the other hand, Norris, Sitton, & Baker (2017) highlight the importance of leadership in the presence of the millennial community. Connecting with the Millennial Generation may be difficult since they are sometimes characterized as unmotivated, incoherent, and lazy. Servant leadership prioritizes the interests of the disciples above the needs of the individual, and it empowers followers to assume responsibility for their efforts. However, this setting is on Higher Education Institutions, there are no studies related to industries that will prove or validate this claim.

What leadership styles are common to administrators?

There are several different forms of leadership that can be successful in meeting goals and inspiring team members. Here are some common successful forms of leadership. These leadership styles can be seen in

any organizations. Below are the styles of leadership observed in the Philippine Airlines' management:

Democratic leadership: A collaborative leadership style (also known as a participatory leadership style) entails a leader requesting feedback from each of the team members, considering each person's perspective before agreeing on a final decision. This style of leadership engages each individual in a decision-making process that can raise community cohesion, work satisfaction and loyalty. Cajllier (2020) There has been no study into the effect of leadership types on citizen perceptions toward the success of government officials. To fill this vacuum, an online experimental poll was performed to assess the impact of leadership types on respondents' impressions of the success of a fictional superintendent in a school district. The findings show that democratic leadership methods improved the superintendent's performance evaluations while autocratic leadership practices reduced them. The degree of public service motivation (PSM) among respondents was also found to have a positive impact on the superintendent's performance scores. Furthermore, democratic leadership style moderated the interaction between PSM and respondents' success scores. Individuals with high PSM, in particular, viewed political leaders' success as better than those with low PSM. Autocratic leadership, on the other hand, was not found to moderate the relationship between PSM and superintendent results. The article goes into great detail on these findings.

The laissez-faire leadership: A model that is a "hands-off" approach to leadership that includes the boss delegating authority and decision-making to team members with limited intervention and oversight. This leadership style will promote creativity by encouraging self-motivated workers to engage in their own passions and interests. The laissez-faire leadership model is widely referred to as the disruptive leadership style. Laissez-Faire leaders have historically been labeled as receptive to a broad variety of actions and results. In certain cases, the laissez-faire leadership model is found to be more important than other models. However, the degree to which this style may be as prominent as the other types has remained a little unexplored, especially in realms such as dedication and service. The present thesis sampled physicians from public hospitals using a self-administered methodology. The PLS route modeling findings from Smart PLS 2.0 M3 of 182 retained responses confirm a clear correlation and impact of Laissez-Faire leadership style with opportunities such as service quality dedication. The findings suggest that, like most leadership models,

laissez-faire is and should be of vital value in certain occupations and job environments, and that it should be taken into greater consideration in the future for successful employee and corporate results (Pahi& Hamid, 2016).

Transactional leadership: Transactional leadership means providing rewards for good results and punishments or punitive action for bad performance. Transactional management style can be a highly strategic leadership approach if you choose to meet clear performance-related benchmarks. Managers in the middle and lower levels can focus on transactional leadership, which emphasizes the importance of supervision and group success. This leadership is helpful during a disaster or emergency scenario in an organisation, but it does not often meet workers' perceptions or increase results (Rahman, M. S., Ferdousy, S., & Bhattacharjee, S., 2014). The researcher believes that this could be an effective leadership style because people get motivated on what they do and could contribute to the organization.

The Transformational Leadership: The transformational leadership style is characterized by a leader's ability to change or "transform" the market or organization they work with. Major executives who use a transformational approach aim to inspire their team members with a view to streamlining or updating business conventions. This strategy privileges corporate development above all else, and transformational leadership styles frequently expend a lot of time concentrating on "big picture" priorities rather than on the minutiae of management. Wright, Moynihan, Pandey, & Lavigna (2012) on their transformational leadership study emphasized of transformational leadership that reflects on the perception of public service motivation and leadership by exploring how corporate leaders can affirm and even enhance the possible impact of public service motivation on workers' attraction to the organization's task (mission valence). The findings help to answer two study questions. First, the results add to the body of knowledge about the origins of public service inspiration. According to the writers, transformational leadership is an operational aspect correlated with higher public service motivation. Second, the essay explores the link between transformational leadership and project valence. The investigators discover that transformational leadership has a significant indirect impact on project valence by clarifying corporate expectations and encouraging public service motivation.

Servant Leadership. Servant leaders put above all things the happiness of their workers. They agree that the professional and personal satisfaction of their team members will result in a better level of work and that the service leaders put the interests of others before their own. Community and people's cultural traditions mediate Christianity. African kingship is one such traditional tradition. African kingship confers hegemony, strength, legitimacy, and dominance on the monarch over the citizens under his or her control. African church leaders are at the crossroads between the African kingship leadership model and the biblical kingship leadership style, which is intricately related to reverence for elders and others in authority. Church elders, whether knowingly or implicitly, appear to follow the African kingship approach to leadership and, to a lesser degree, biblical servant leadership. What God-image of biblical leadership may be discerned for constructive church leadership in such a situation? As a result, the God-image of Servant King as all-powerful God, while being powerless and working, offers the basis for a revolutionary approach to church leadership in Africa (Magezi, 2015).

Bureaucratic leadership: The bureaucratic head is the leader of the "Books." They strictly stick to corporate policies and practice and set specific standards for their team members to meet. This is a safe, systematized approach to leadership that can be successful in heavily supervised agencies. Berkowitz & Krause (2020) on his study on how bureaucratic leadership shaves policy outcomes, they stressed that policy goals of government entities are better accomplished when they are together, as well as when their administrative leadership is successful. This point is applied to comprehend how united Democratic and Republican administrations of American states have affected the incomes of wealthy people. We find that wealthy income benefits exist under united Republican state governments while executive department heads are compensated sufficiently well. This revenue increases are large in contrast to state legislatures that are fragmented or united in their partisanship. The evidence emphasizes the asymmetric position that bureaucratic leadership plays in achieving policy results that are aligned with the policy interests of political parties, whilst often emphasizing the limitations of elected institutions' ability to influence policy outcomes on their own. Efforts to reduce administrative leadership capability limit the ability of united political agencies to translate their strategic agendas into policy results.

How are these styles work in an organization?

Democratic leadership is also more successful style where a leader deals alongside highly educated or skilled staff. It enables the leader to draw on the individual skills and capabilities of their team, but still benefiting from the influence of the whole. The communication channel among the administrators in the Philippine Airlines and their staff is open. Laissez-faire leadership is a type of leadership style in which leaders are hands-off and encourage community members to make decisions, often known as delegative leadership. For certain community members, this control may be free and make them be more comfortable with their work. The exact opposite to autocratic government is laissez-faire leadership. Laissez-faire leaders make few choices and encourage their workers to select acceptable workplace options instead of a sole individual making all decisions about a company, community or team. These features are shared by Laissez-faire leaders. Transactional leadership focuses on the role of supervision, organization, and group efficiency, also known as managerial leadership. Leaders who enforce this approach work on particular projects and use incentives and fines to encourage supporters. It is possible that the transaction model will succeed in a crisis or in initiatives involving linear and specific processes. The transaction leaders are considered to be in higher level positions in the military or big companies such as the Philippine Airlines.

Adolf Hitler may be an example of a charismatic leader from history if you recognize the nature of charismatic leadership—dominance, loyalty, powerful values and the desire to have followers on your side. He was able to paint for people a picture of a future, which they took at face value. **PASSIONATE, Motivated INDIVIDUALS are Inspirational LEADERS** who are capable of painting a convincing picture of the future, stimulating high levels of optimism and initiative, and developing deep emotional attachments among followers (Dewaynna, et.al, 2015). Prior study has investigated how the expectations of workers by their supervisors influence their actions and activities at work. Studies have found that inspirational leaders encourage people to be more active and to exhibit more habits of corporate citizenship. This research explores how a moderator, the pressure on citizenship, influences how inspirational leaders can motivate their supporters to go beyond and beyond and be more interested in their work. The results of this analysis, using a survey of 243 jobs, indicate that inspirational leadership has a greater positive impact on job engagement while employees feel less pressure from citizenship. The relationship between inspirational leadership and corporate citizenship actions was not

moderated by citizenship pressure. The results of this research involve an analysis, a comparatively recent construct, of the moderating effect of citizenship strain. Practically, the consequences could shed some light on leadership variables that foster increased employee effort and greater employee involvement. More precisely, the results show that individuals are encouraged to demonstrate to match the elevated demands of inspirational leaders. However, having pressure to fulfill these demands has a reverse impact when pursuing commitment, as more work engagement results in less citizenship pressure.

Transformational leadership is a leadership style in which workers are empowered, inspired and motivated by leaders to innovate and drive change that will help expand and shape the company's future success. This is done by setting a precedent with a clear sense of organizational tradition, employee ownership and freedom in the workplace at the executive level. Without micromanaging, transformational leaders empower and encourage their workforce; they trust qualified workers to take control over decisions in their assigned employment. It's a style of management built to provide more space for workers to be innovative, look to the future, and discover new solutions to old problems. Employees on the leadership pathway will now be trained by mentorship and preparation to become transformational leaders themselves. In the style of Servant Leadership, you are a servant leader because you depend on others' needs before you deem your own. It's a longer-term path to leadership, rather than a technique that you will adopt in immediate situations. Abraham Lincoln is one instance of a servant chief. Lincoln's actions during the US Civil War are often quoted as prime examples of servant leadership conduct (Hubbard, 2011). In fact, several historians look at his defense of the Union through this conflict and the emancipation of the Southern slaves. For these simple acts, why do they qualify as servant leadership? The simplistic explanation is that it would have been much easier for Lincoln to cause the Union to dissolve and/or simply let slavery stay intact. Instead of taking the easy way, though, Lincoln chose the harder route, because it would be more useful to the people he served in the long run, even though they didn't realize it at the time.

CONCLUSION

This study analyzed the leadership styles that are possible and applicable at the Philippine Airlines. Using the documentary analysis, the researcher has found out several leadership styles that differ from

each other. Although each of these leadership styles have their own advantages and disadvantages, the perception of the researcher on transformation leadership is strong and fulfilling. He has observed and perceived that this type of leadership is the most effective style in the management of the Philippine Airlines. A good leader usually serves without thinking of the benefit to be gained. The transformational leaders are the ones leading by example. In order to reach followers, their style aims to use connection, motivation, or empathy. They are respected as possessing bravery, trust, and the ability to make sacrifices for the common good. Thus, for future perspectives, the author would like to focus on an extensive study dealing with the improvement of the public service.

REFERENCES:

- Al-Ahdal, A. A. M. H. & Alqasham, F. H. (2020). Saudi EFL Learning and Assessment in Times of Covid-19: Crisis and beyond. *Asian EFL Journal*, 28 (1.1), 356-383.
- Al-Ahdal, A. A. M. H. (2020a). Overcoming Pronunciation Hurdles in EFL Settings: An Evaluation of Podcasts as a Learning Tool at Qassim University Saudi Arabia. *Asian EFL Journal Research Articles*, 27-35.
- Al-Ahdal, A. A. M. H. (2020B). EBook Interaction Logs as a Tool in Predicting Learner Performance in Reading. *Asiatic: IUM Journal of English Language and Literature*, 14(1), 174-188.
- Berkowitz, D., & Krause, G. A. (2020). How bureaucratic leadership shapes policy outcomes: Partisan politics and affluent citizens' incomes in the american states. *Journal of Public Policy*, 40(2), 305-328. doi:<http://dx.doi.org/10.1017/S0143814X18000405>.
- Caillier, J. G. (2020). Testing the influence of autocratic leadership, democratic leadership, and public service motivation on citizen ratings of an agency Head's performance. *Public Performance & Management Review*, 43(4), 918-941. doi:<http://dx.doi.org/10.1080/15309576.2020.1730919>.
- Dewaynna Horn, Christopher J. Mathis, Sammie L. Robinson & Natasha Randle (2015) Is Charismatic Leadership Effective When Workers Are Pressured To Be Good Citizens?, *The Journal of Psychology*, 149:8, 751-774, DOI: [10.1080/00223980.2014.978253](https://doi.org/10.1080/00223980.2014.978253).
- Eight Most Effective Leadership Styles. <https://www.masterclass.com/articles/how-to-be-an-effective-leader#the-8-most-effective-leadership-styles>.
- Fata, E. (2020). 5 examples of bureaucratic leadership in action. In: <https://www.startingbusiness.com/blog/bureaucratic-examples>.
- Gerhart, A., & Grunow, M. (2009). *Leadership models and practices course: Student perceptions and development of leadership skills and incorporation of A new leadership course*. Atlanta: American Society for Engineering Education-ASEE. Retrieved from <https://search.proquest.com/conference-papers-proceedings/leadership-models-practices-course-student/docview/2317973564/se-2?accountid=165126>.
- Hein, S., & Chavez, G. (2016). Shifting from transactional leadership (T2) to transformational leadership (T3) behavior with a full range leadership development program (FR-LDP) OD intervention. *ABAC ODI Journal Vision.Action.Outcome*, 3(1) Retrieved from <https://search.proquest.com/scholarly-journals/shifting-transactional-leadership-t2/docview/2384089243/se-2?accountid=165126>.
- Magazi, V. (2015). God-image of servant king as powerful but vulnerable and serving: Towards transforming african church leadership at an intersection of african kingship and biblical kingship to servant leadership. *HervormdeTeologiese Studies*, 71(2), 1-9. Retrieved from <https://www.proquest.com/scholarly-journals/god-image-servant-king-as-powerful-vulnerable/docview/1737514627/se-2?accountid=165126>.
- Magulod Jr, G. C. (2018). Cognitive and Attitudinal Effects of Movie Poster Making Method in College Classroom. *Journal of Educational and Human Resource Development*, 6, 42-58.
- Magulod Jr, G. C. (2018). Innovative learning tasks in enhancing the literary appreciation skills of students. *SAGE Open*, 8(4), 2158244018820382.
- Magulod Jr, G. C. (2019). Learning Styles, Study Habits and Academic Performance of Filipino University Students in Applied Science Courses: Implications for Instruction. *Journal of Technology and Science Education*, 9(2), 184-198.
- Norris, S., Sitton, S., & Baker, M. (2017). Mentorship through the lens of servant leadership: The importance of accountability and empowerment 1. *NACTA Journal*, 61(1), 21-26. Retrieved from <https://www.proquest.com/scholarly-journals/mentorship-through-lens-servant-leadership/docview/1884957139/se-2?accountid=165126>.

- Pahi, M. H., & Hamid, K. A. (2016). The magic of destructive leadership: Laissez-faire leadership and commitment to service quality. *International Journal of Economic Perspectives*, 10(4), 602-609. Retrieved from <https://www.proquest.com/scholarly-journals/magic-destructive-leadership-laissez-faire/docview/1964459986/se-2?accountid=165126>.
- Rahman, M. S., Ferdousy, S., & Bhattacharjee, S. (2014). Assessing the relationships among transformational leadership, transactional leadership, job performance, and gender: An empirical study. *ABAC Journal*, 34(3) Retrieved from <https://www.proquest.com/scholarly-journals/assessing-relationships-among-transformational/docview/2384080833/se-2?accountid=165126>.
- The importance of leadership. (1994). *New Library World*, 95(1113), 23. Retrieved from <https://www.proquest.com/scholarly-journals/importance-leadership/docview/229618827/se-2?accountid=165126>.
- What is transformational leadership? In: <https://www.cio.com/article/3257184/what-is-transformational-leadership-a-model-for-motivating-innovation.html#:~:text=Transformational%20leadership%20is%20a%20leadership,future%20success%20of%20the%20company>.
- Wright, B. E., Moynihan, D. P., Pandey, S. K., & Lavigna, B. (2012). Pulling the levers: Transformational leadership, public service motivation, and mission Valence/Commentary on "pulling the levers: Transformational leadership, public service motivation, and mission valence". *Public Administration Review*, 72(2), 206. Retrieved from <https://www.proquest.com/scholarly-journals/pulling-levers-transformational-leadership-public/docview/940875206/se-2?accountid=165126>.