A Case Study of the Leadership Style in FDSA Aviation College of Science and Technology Inc.

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Abstract: - Organizations are entities composed of individuals with different skills, interests, and beliefs. The leaders of an organization must let these individuals work with each other and contribute to the organization. Managing these individuals demand excellent leadership skills. A leader's leadership style varies from one person to another. In this study, the researchers aimed to analyze the leadership style in FDSA Aviation College of Science and Technology, Inc. and its effect on the organization and the employees. This study focused only on two leadership styles: transactional leadership and transformational leadership. Quantitative results were gathered from both current and former employees of FDSA. The results have shown which leadership style is dominant in FDSA, how it affects the organization's overall efficiency, and how it impacts employee performance and productivity. This study found that the transactional leadership style is more dominantly used in managing the employees than transformational leadership.

Key Words— *Leaders, Leadership Style, Transactional Leadership, Transformational Leadership*.

I. INTRODUCTION

Any organization's objective is to not only survive but also to thrive by enhancing performance. Organizations must constantly improve their performance to fulfill the demands of highly competitive marketplaces (Arslan & Staub 2013).[1] Prior research indicates that leadership is vital for achieving organizational effectiveness (e.g. Boal & Hooijberg 2000; Martorana, Peterson, Smith, & Owens 2003).[2] However, the findings of prior studies about the role of leadership in increasing organizational performance are mixed. According to some research, (e.g. Finkelstein & Hambrick, 1996; Katz & Kahn, 1978; Peterson, Smith, Martorana, & Owens 2003) leadership is vital for a company to reach a maximum level of performance.[3][4][2] However, some other studies (e.g. Pfeffer 1977; Meindl, Ehrlich & Dukerich 1985) suggest that role of leadership is not so important in achieving the organizational performance.[5]

Leadership may also foster team cohesiveness, allowing team members to trust and support one another. By expressing a clear goal and painting a picture of an appealing future, leaders may infuse a feeling of purpose and meaning to the team and the job. Team members can be persuaded to put their self-interests aside for the sake of something more significant if they are made to feel a sense of collective obligation not to let each other down. Indeed, even when teams are self-directed, individual team members' leadership may lead to successful teamwork and assure success (Bass & Riggio, 2006).[6]

Leadership has a clear cause-and-effect link to the performance of companies. Values, culture, change tolerance, and employee motivation are all determined by leaders. They influence institutional plans, as well as their implementation and efficacy. Leaders may be found at any level of an organization and are not limited to management. Successful leaders, on the other hand, share one trait. They exert influence on others around them to maximize the value of the organization's resources, especially its most valuable and costly asset: its people. Libraries, like businesses, governments, and non-profit organizations, require leadership. Whether a library is public, special, or academic, its directors directly impact everything from patron experience to effectively implementing stated

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goals, including resource allocation, services provided, and collection growth initiatives. In reality, leaders' influence and efficacy in bringing people together around a common goal may directly affect the library's personnel, contents, how patrons use or interact with them, and whether or not that experience is good. Given the possible importance of leadership in developing information centers and patron experiences, it is worthwhile to study the various types of leaders and their potential influence on libraries as organizations (Germano, 2010).[7]

II.   LITERATURE REVIEW

Leadership is crucial and has a big impact on success or failure (Bass & Riggio, 2006; Kanfer, Allen, Chen, Kirkman, & Rosen, 2007).[6][8] To a significant extent, team leadership clearly defines a sense of direction and inspires desire and dedication (Dust, Resick, & Mawritz, 2014; Kark & Shamir, 2002; Kark, Sharmir, & Chen, 2003).[9][10] Influential leaders foster team commitment by matching individual team members' aims and values with those of the team as a whole. Leadership can also promote a sense of cohesion, enabling team members to trust and be supportive of one another. Leaders can instill a sense of purpose and meaning to the team and the work by articulating a clear direction and painting a vision of an attractive future. Team members can be led to feel a sense of collective duty not to let each other down and to become inspired to overlook their own self-interests for the sake of something larger. Indeed, even when teams are self-directed, it is the leadership of individual team members that can lead to effective teamwork to ensure (Bass & Riggio, 2006, Siangchokyoo, 2018). [6][11]

Current theories describe leaders depending on their traits, using power, and obtaining goals. Using these descriptions, leaders can be classified as authoritarian, democratic, or charismatic. Although leaders are created equal, they may vary widely within an organization. Also, identifying a leader's style is very important to assessing their effectiveness and quality (Germano, 2010).[7]

Leadership is not only an in born personality trait. There are several sorts of leadership styles. Such as;

Autocratic: Autocratic leaders are usually inexperienced individuals who are thrust into a new role or assignment that involves people leadership. This type of leader can damage an organization by making its followers believe that their actions and decisions are based on a subjective idea of success. Apathy, fear, and self-doubt are the hallmarks of autocratic leadership.

Bureaucratic: Bureaucratic leaders create policies that are designed to meet their organization's goals. They then rely on these policies to convince followers that they are on board. Bureaucratic Execs often have many processes and are more prone to adopt a culture of change and procedures rather than people. This is a negative sign for the people they lead and their potential to develop. Policies are often inadequate to motivate and develop commitment. They can be easily manipulated by leaders into doing something that is not working. The main problem with these two styles is that they do not motivate or impact the people they lead.

Democratic: Instead of one leader, it sounds easy. Instead of working together, democratic leaders tend to work on developing consensus for the most mundane decisions. This process can be very slow and prone to poor execution. One of the most significant issues with democratic leadership is that each has an equal stake in the result.

Charismatic: Charismatic leaders are people who have a compelling personality and a vision. This sort of leadership approach has long been recognized as highly desirable. With charismatic leaders, people naturally follow their leaders. However, this comes with a downside: If charismatic leaders leave, their value can be lost. This is because they tend to leave without developing replacements. A strong personality characterizes Charisma-based leadership. This trait usually eliminates other strong personalities.

Situational: The concept of situational leadership theory suggests that leaders constantly adapt to changing circumstances. This theory draws on the idea that leaders are not bound by rules or regulations and can change their style as needed. This style enables experienced leaders to choose from a number of leadership styles. It does, however, come with caution or a disclaimer explaining what sort of style would work best for them and their business. With the help of situational leadership, leaders can develop various styles for different scenarios. This framework can help them fine-tune their leadership results.

Transactional: A transactional leader is prepared to provide something in exchange for followers. This behavior is usually not sustainable and can lead to employee dissatisfaction. Negotiating leaders are often charismatic individuals with strong motivations. They can be effective in creating a compelling and motivating environment for their players.

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Transformational: Transformational leaders seek to transform the people around them. Not content to just use charisma or negotiating, they use their expertise and vision to make their followers believe that they have the right to influence them. Transformational leaders are people-oriented leaders who can transform their followers into contributing contributors. This type of leadership achieves the best results for organizations since it allows people to develop themselves (Germano, 2010).[7]

Leadership styles according to Singh and Karunes derive power from certain recognition, and use Fiedler's contingency model to understand how a leader's style fits within an organizational situation (Singh, S. B., & Karunes, S. 2000).[12] To embrace a style is to embrace the romanticism of leadership and how leadership relationships can have an effect within a modern organizational landscape (Bligh, M. C., Kohles, J. C., & Pillai, R. 2011).[13] These four styles above can act as a bridge towards understanding the relationship of leadership. Along with romanticism, there is a sense of servitude towards other factors, such as the concept of servant leadership as a commitment to serving others within an organization and the community.

III. METHOD AND PROCEDURES

3.1 Conceptual Framework

Leadership is a process of communication that takes place within an organization. A person's leadership style determines the efficacy of an organization. This study uses the input-process-output (IPO) conceptual framework as shown in Fig. 1. The input comprises the related studies and literature that the researcher will utilize as a guide in the research, including the responder profile. The process shows how the researcher will gather and interpret the data. The output shows the result of the analyzed data and how leadership style effect the employees and organization performance, and can be used to improve the relationship between the management and employees of FDSA ACST, Inc.
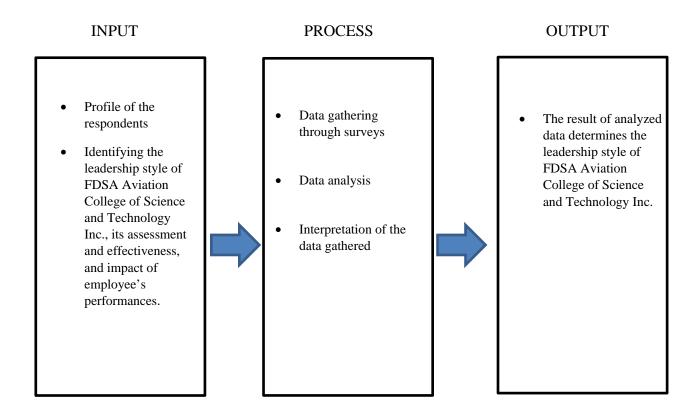

INPUT

- Profile of the respondents
- Identifying the leadership style of FDSA Aviation College of Science and Technology Inc., its assessment and effectiveness, and impact of employee's performances.

PROCESS

- Data gathering through surveys
- Data analysis
- Interpretation of the data gathered

OUTPUT

- The result of analyzed data determines the leadership style of FDSA Aviation College of Science and Technology Inc.

Fig.1. Conceptual Framework

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3.2. Statement of the Problem

This research aims to analyze the leadership style used by the administration of the FDSA Aviation College of Science and Technology. The study's specific objectives are to address the following questions:

- What is specific leadership style utilized by FDSA Aviation College of Science and Technology management?
- Is the leadership style effective in managing the employees of FDSA Aviation College of Science and Technology?
- Is the FDSA Aviation College of Science and Technology's leadership style affecting the performance and productivity of its employees?

3.3. Research Design

The researcher used a quantitative approach to learn and evaluate leadership style of FDSA Aviation College of Science and Technology, Inc. The researchers utilized deductive reasoning in which the researcher defined the study's purpose, collected data through electronic form and questionnaires and the findings when statistical treatments were applied. The information was collected between second and third week of November 2021. All information through surveys were gathered from current and former employees of FDSA Aviation College of Science and Technology, Inc. only.

Due to the pandemic, the questionnaire was sent to the respondents electronically. The respondents needed an email account to partake in the research questionnaire to access the form. The researchers used this to ensure the confidentiality and integrity of the questionnaire collection process. In addition, it was already stated to the respondents that their responses would remain confidential and purely for research purposes only. Afterwards, conclusions were made by the researchers to complete the study.

3.4 Locale of the Study

The research was done in FDSA Aviation College of Science and Technology, Inc. It is a Mabalacat City, Pampanga-based aviation school specializing in developing Aircraft Maintenance Technology, Aircraft Electronics Technology, and Aviation Business Management students for the future of the aviation industry.

3.5 Sampling Technique

Purposive or judgmental sampling was utilized in this study to pick samples from various population strata. Purposive sampling is a non-probability sampling in which researchers select persons from the general community to participate in surveys based on their judgment. This survey sampling technique demands researchers to be familiar with the goal of their studies to correctly choose and approach qualified respondents for interviews performed via questionnaire.

3.6 Respondents of the Study

The study's respondents are the current and former faculty and staff of FDSA. The primary respondents are the current, as well as former Aircraft Maintenance Technology and Aviation Electronic Technology faculty members, current and former accounting and registrar staff, former and current staff of the Dean of Academic Affairs, as well as the current and former management of FDSA.

3.7 Research Instruments

The data were gathered through google forms. The questionnaires were distributed electronically via social media platforms (Facebook Messenger) and e-mails which the respondents can access by inputting their emails.

3.8 Data Gathering Procedure

The study was initiated by one of the researchers, who is a faculty member of FDSA. The researchers sent a formal request to the admin of FDSA to conduct the study. The researchers created the questionnaire, this is done for the participants to complete in order to limit face-to-face interaction, to follow government protocols, and to avoid virus transmission.

The researchers used a 4-point Likert Scale for the survey. They cite the Multifactor Leadership Questionnaire as the source of their questionnaire (Bass & Avolio, 1995). The survey questionnaire assesses the leadership style of FDSA Aviation College of Science and Technology, Inc. whether it employs a transactional leadership style or a transformational leadership style. It also evaluates the effectiveness of the leadership and its impact on the performance and productivity of FDSA Aviation College of Science and Technology, Inc. employees.

The questionnaire was then distributed to participants via messenger and e-mail. The respondents were informed of the critical nature of their response to the study and clarifies certain words so that respondents can complete the questionnaire fully aware of their responsibilities as the study's subject. The researcher asked the responders to be utterly truthful in their responses to the questionnaire. Following the respondents' responses to the interview questionnaire, the researcher

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gathered, summarized, analyzed, and evaluated the data in conjunction with the representative's observation for interpretation. The researchers generate results, conclusions, and suggestions based on the data.

3.9 Data Analysis Technique

The researchers examined the data obtained from the respondents to gain valuable and relevant information. The researchers organized and separated all of the questionnaires so that they could be entered into Excel. To obtain accurate and complete data, the researchers used Microsoft Excel. To make the results easier to understand, the researchers used Table.1. as a guide to interpreting the results. The researchers used descriptive analysis to calculate the results.

The researchers used a Likert scale to determine the leadership style of FDSA Aviation College of Science and Technology Inc. A four-point Likert scale was used, with each point corresponding to a Likert item.

Table.1. Interpretation of the Four-point Likert Scale

Likert Scale	Interval	Difference	Description
1	1.00-1.75	0.75	Strongly Disagree
2	1.76-2.51	0.75	Disagree
3	2.52-3.27	0.75	Agree
4	3.28-4.00	0.72	Strongly Agree

IV. RESULTS AND DISCUSSION

4.1 Results

For this purpose, the researchers obtained survey data collected from 41 current and former employees of FDSA Aviation College of Science and Technology about their company's leadership style, effectiveness, and how this leadership style affects their performance as employees. Evaluating the data presented in this work leads to the conclusion and recommendations this study aims to achieve. The interpretation of the results is employed in the following analyses of data.

Table.2. Interpretation of results of data collected for Transactional Leadership

	Mean	Interpretation
Transact1	3.00	Agree
Transact2	2.68	Agree
Transact3	3.05	Agree
Transact4	3.00	Agree
Transact5	3.22	Agree
Transact6	3.12	Agree
Transact7	2.88	Agree
Transact8	2.83	Agree
Satisfactory Average	**2.97**	Agree

The ratings in all the eight items and the overall average in Table.2. fall under the interval for "agree". This suggests that most responses agree that transactional leadership style is being implemented in the management of employees in FDSA Aviation College of Science and Technology, Inc.

Table.3. Interpretation of results of data collected for Transformational Leadership

	Mean	**Interpretation**
Transform1	2.98	Agree
Transform2	2.93	Agree
Transform3	2.73	Agree
Transform4	3.00	Agree
Transform5	2.90	Agree
Transform6	2.76	Agree
Transform7	3.00	Agree
Transform8	2.78	Agree
Satisfactory Average	**2.88**	**Agree**

Likewise, the interpretation of the responses of the FDSA employees towards transformational leadership is shown in Table.3. The ratings in all the eight items and the overall average fall under the interval for "agree". This hints that most responses agree that transformational leadership is also being implemented in the management of employees in FDSA Aviation College of Science and Technology but is less dominant for having a 2.88 mean than transactional leadership, which gets a 2.97 mean.

Table.4. Interpretation of Assessment and Efficiency of Leadership Style

	Mean	*Interpretation*
AE1	2.93	Agree

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AE2	2.66	Agree
AE3	3.00	Agree
AE4	2.71	Agree
AE5	2.71	Agree
AE6	2.80	Agree
AE7	3.07	Agree
AE8	2.68	Agree
Satisfactory Average	**2.82**	**Agree**

The third section of the questionnaire aims to determine the assessment and efficiency of the FDSA Aviation College of Science and Technology's leadership style to its employees. The interpretation of the responses of the employees of FDSA towards its leadership style is shown in Table.4. The ratings in all the eight items and the overall average fall under the interval for "agree". This infers that most responses agree that the management's leadership style of FDSA Aviation College of Science and Technology is sufficient for the employees' overall performance and organization objectives.

Table.5. Interpretation for the Effects of FDSA Leadership Style to Employee Performance and Productivity

	Mean	**Interpretation**
EP1	2.34	Disagree
EP2	2.76	Agree
EP3	2.73	Agree
EP4	2.37	Disagree
EP5	2.54	Agree
EP6	2.66	Agree
EP7	2.73	Agree
EP8	2.56	Agree
Satisfactory Average	**2.59**	**Agree**

The fourth and last portion of the survey questionnaire seeks to ascertain the impact of FDSA Aviation College of Science and Technology's leadership style on employee performance and productivity. The employees' responses towards the impacts of its leadership style is shown in Table 2.4. The ratings in six out of eight items fall under the interval for "agree", while the other two items fall under the interval for "disagree" and the overall average falls under the interval for "agree". This suggests that the majority of responses believe that the effects of the FDSA

Aviation College of Science and Technology's leadership style favorably affect employee performance. Their perceptions and skills are taken into consideration for the overall decision-making of the management.

4.2 Discussion

These findings are intended to address three critical issues raised by this study: the specific leadership style used by management, the efficacy of management's leadership style, and the effect of management's leadership style on the performance and productivity of FDSA Aviation College of Science and Technology, Inc. employees.

4.3 Leadership Style: Transactional vsTransformational Leadership

The results of the data analysis in tables 2.1 and 2.2 reveal that FDSA's management applies both transactional and transformational leadership in managing its personnel. Despite of the overall average exhibiting an "agree" interpretation, there are still discrepancies between the two.
From the results, the management of FDSA gives importance on monitoring of the performance and keeping track of the mistakes of its employees. This is followed by maintaining stability inside the company, then providing standards to be followed. These aspects are three of the eight facets provided in the questionnaire which determines transactional leadership style. These are followed by making clear expectations from its employees, making agreements, placing importance on the trust and coordination between its employees, and instilling pride and respect for others in the company. The first two is an aspect of transactional leadership, while the last two are aspects of transformational leadership. Just based on these, the results already manifest an advantage for transactional leadership over transformational leadership.

4.4 Efficiency of Leadership Style

According to the findings of evaluating the data in table 2.3, respondents believe that the leadership style of the FDSA's management is successful, as the results suggest a "agree" interpretation. The participants especially find that being given freedom to do their work is a very effective move from the management. This is followed closely by the management's appreciation on their employees' quality of effort, then by promoting teamwork among its employees. The remaining five questions also show an "agree" interpretation,

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albeit with a slightly lower average compared with the three aspects discussed.

4.5 Effect on the Performance and Productivity of the Employees

Regarding the influence of FDSA's leadership style on employee performance and productivity, the results suggest an overall average of a "agree" interpretation. Participants in this area of the survey believe that FDSA's leadership style has a favorable impact on their overall productivity and performance.

V. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Findings

According to the findings, the FDSA Aviation College of Science and Technology leadership style has a substantial impact on the overall performance of its personnel. The results point out key findings which this research aims to achieve:

- It was determined that the leadership style of FDSA Aviation College of Science and Technology has more dominant transactional leadership than transformational leadership; Where the management monitors its employees' performance and keeps track of their faults, they feel that as long as the organization functions well, the company's management will be stable and will not change quickly. However, they always tend to take action before problems become chronic and out of hand.

- The efficiency of FDSA Aviation College of Science and Technology leadership style includes giving its employees the freedom to do their job as they feel best. It also provides its employees insightful suggestions in dealing with the tasks they were given. However, the employees think that the least priority of their employer is to consider each member's point of view before making a decision.

- Lastly, FDSA Aviation College of Science and Technology's leadership style also significantly affects its employees' performance and productivity. They believe that their job provides them with personal and career growth. Additionally, they also feel that the leadership and management give them more opportunities to minimize pressure and an unhealthy working environment.

The results prove the claim made by Riggio and Bass (2006), who has studied that leadership can also promote a sense of cohesion, enabling team members to trust and be supportive of one another. Leaders can instill a sense of purpose and meaning to the team and the work by articulating a clear direction and painting a vision of an attractive future.

However, the general ability of outcomes is limited by FDSA Aviation College of Science and Technology employees. Further research to improve this claim might be needed to fulfill full support of an effective leadership style an organization takes into consideration.

VI. CONCLUSION

An organization's goal is to possess an advantage against its competitors and to provide superior services and performance by maximizing the utilization and coordination of their available resources. Human resources are one of the most critical components of an organization's success, and it is crucial to have highly skilled and competent persons leading these human resources. These people's leadership styles must be properly aligned with the organization's leadership style.

The purpose of this study was to analyze and evaluate the leadership style of the FDSA management. This research study gives insight and augments the understanding on what style of leadership is employed in FDSA Aviation College of Science and Technology, Inc., how effective it is for the employees, and how it affects the performance and productivity of their employees. Practical data have been presented to support the study's specific objectives.

The findings of this study, according to the results of the survey conducted on the FDSA Aviation College of Science and Technology, Inc. current and former employees, reveals that the management of FDSA implements an effective leadership style. The data shows that despite employing transactional leadership style, the management does not rely solely on it to manage their employees. This prevents the case of employee dissatisfaction as stated by Germano (2010).

The researchers have concluded that thru applying both leadership style in managing its employees, FDSA Aviation College of Science and Technology, Inc. Has contributed to efficiency and affected the performance and productiveness of its employees, whether they are current employees or former employees of the organization.

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RECOMMENDATIONS:

Recommendation to the Company:

For future applications of this research, the proponents recommend the results to the management of FDSA Aviation College of Science and Technology, Inc., especially to the president, vice presidents, dean, and department heads. The study's findings demonstrate that, while the majority of the questions received an average of "agree" interpretation, some of them barely reached that result. This shows that the management of the company needs to improve on these aspects, as this will further improve its efficiency, and increase the employees' performance and productivity. Overall, the results have shown a positive outcome which indicates that the company's efforts to manage its employees have borne fruit.

Recommendation for Future Researchers:

Since this study only focuses on two leadership styles: transactional and transformational leadership, its efficiency, and its influence on employee performance and productivity, future researchers are encouraged to do similar studies that expand the style of leadership for their research. The proponents also suggest that data may be obtained and divided according to specific departments, this is to show the leadership style of each department and if it correlates with the leadership style of the organization.

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