Leadership Effectiveness in SIA Engineering (Philippines) Corporation

Sherwin Ian D. Pabustan[1], Dexter T. Yusi[1], Joanna May B. Zuñiga[1], Noel T. Florencondia[2], Lorinda E. Pascual[2]

[1]*Student, Graduate School, Nueva Ecija University of Science and Technology, Nueva Ecija, Philippines.*

[2]*Subject Adviser, Department of Engineering Management, Graduate School, Nueva Ecija University of Science and Technology, Nueva Ecija, Philippines.*

Corresponding Author: engineeryan01@gmail.com

Abstract: - Organizations may find it hard to know which leadership style is effective and efficient for the nature of their teams and business. There are different approaches and techniques of leadership that exist in various organizations. They vary in the strategies and target points of using their influences. Performance, efficiency, and overall quality of service have to be accomplished with a focus on development in systemic safety while instantaneously sustaining a viable and profitable organization. This principle is specifically foremost in the leadership of aviation organizations. SIA Engineering (Philippines) Corporation is ideally situated in Asia and offers regional carriers aircraft maintenance services. The research takes place in this organization; studies used analytic methodology to assess organizational leadership effectively. The results provide a benchmark for other maintenance repair overhaul companies in the world of the aviation industry.

Key Words: — *Maintenance, Repair and Overhaul, Leadership Effectiveness, Airlines, Aviation, Engineering Management.*

I. INTRODUCTION

The foundations of an organization are its people or members. These members must be working together to achieve a common goal equivalent to what an organization had in its mission and vision. Leadership is a vital part of an organization. In fact, the performance of employees is generally influenced by their motivation and there are several reasons why motivation is such an important issue in leadership. In general, managers have the task of achieving organizational goals by increasing the efficiency and effectiveness of their employees (Re 'em, 2011, p. 8). The capability to lead their members will reflect how the organization fulfills its goals. Without leadership, groups or teams will be struggling to reach success. There are a lot of definitions with respect to leadership as well as standards of what makes a good leader. Leadership comes in different forms. The followers are supposed to support and aid

the leader in accomplishing the mission, project or job and stand up together. An exceptional skill of a leader is the ability to manage and organize their own selves and personal undertakings.

Moreover, there are different approaches and styles of leadership that exists in different organizations. They vary in the strategies and target points of using their influences [1].

One important factor that determines the level of motivation is leadership. Leadership gives managers, supervisors, or team leaders the ability to affect the behavior of their subordinates in an organization. In a company, motivated employees are one of the most important results of effective leadership and thus successful managers are also successful leaders because they have great influence on their employees in order to help accomplishing organizational goals (Naile & Selesho, 2014, p. 175) [2].

The leadership style exhibited by the leader plays an important role in the overall performance of the organization. The aviation companies are composed of several teams that works different functions yet bound by common goals. In the SIA Engineering Philippines, there are a lot of departments and teams built to be

able to function by specific specializations. These teams have corresponding leaders to keep them always in track and monitored [3].

II. LITERATURE REVIEW

An organization was considered a social set up, which has a boundary that separates it from its environment and pursues its own collective goals, as well as controls its own performance (Hicks and Gullet, 1975). Leadership in a simple meaning: leadership is getting people to do things they have never thought of doing, do not believe are possible or that they do not want to do (Taffinder, 2006).

Leadership can be an organization function and at the same time a personal quality. It entails special combination of personal characteristics, which brings to light qualities and abilities of individuals (Bowery, 2004). There are two forms of leadership distinguished by Burns: first, transactional leader usually provides compensations to their follower in exchange for desired behaviors and practices, while the second one is the transformational leadership that occurs when there is an interaction between leader and follower to enhance the levels of innovation and motivation (Menon, 2014).

Transactional leaders can be characterized as the type of leadership that applies contingent reward as a stimulation method for their subordinate when they fulfill and complete their job responsibility, and also in order to produce the excellent performance. In addition, a transactional leader usually implements an active management-by-exception (MBE) as a monitoring program to control the work of their subordinate and predict or prevent them from deviating goals of objectives (Bass, 1985). Sometimes, transactional leaders are non-participating in which they take action only when a problem arises, which is known as passive MBE (Judge & Piccolo, 2004).

On the other hand, transformational leaders are characterized by the charisma as the powerful tool for the transforming leaders to produce a sense of referent power, next is that, they usually inspire their subordinates by giving an opportunity to share their vision and emotionally connected with them. Moreover, the connection and relationship, which is already built by leader-subordinate, is used as a mentor or advisor to develop a focus for the subordinate which is called to be individual consideration. Lastly, the transformational leader stimulates the intellectual of their subordinate by assisting them in challenging the status quo or discussing and analyzing the classic issues in new effective ways (Bass, 1985).

III. OBJECTIVE

This study aims to determine information about the leadership effectiveness of team leaders in SIA Engineering Philippines organization, including the satisfaction level of the subordinates with the leadership styles and strategies that each leader is exhibiting.

IV. RESEARCH METHODOLOGY

The researcher utilized a quantitative methodology to elicit information about the leader's leadership style, its effectiveness with subordinate employees, any areas of leadership that may be improved, and if employees are satisfied with the leadership being exhibited. Quantitative design is, in general, based on the scientific process. Thus, the researchers employed deductive reasoning to develop the study's purpose, gather data to address the problem, and analyze the results. Following that, the researchers drew findings to conclude the investigation.

The researchers employed a quantitative design technique known as the Descriptive Method. Between the first and second weeks of November 2021, data were collected. The research project was designed to reduce the possibility of standard method bias associated with data collection from a single source.

The data were obtained electronically by sending respondents to Google forms with the survey instructions and other information for the researchers. To participate in the research survey, respondents must have an email account. The researchers employed this to assure the survey's secrecy and integrity. Additionally, respondents were informed that their replies would remain secret and used solely for research purposes.

V. RESULTS AND DISCUSSION

A good leader must have the ability to effectively influence followers and other organizational stakeholders to reach the organization's goals efficiently and successfully. The study has gathered information and insights from the target respondents based on the population of the focused Company. In the conducted survey, the questions target the acquisition of answers for the outlined problems stated in the previous chapter. The beneficiaries of the focused leadership, the subordinate employees, were the set respondents to intensify the connection and strength of the results.

The first problem addressed was the appropriateness of the leadership style exhibited by the leader, which was known by assessing the leadership style if it perfectly fits the team and employee behaviors. Then, it also determines the effectiveness of the leadership style in leading and influencing subordinate employees based on the strategies and manner of meeting the desired outcomes or goals of the group or Company. The weaknesses of the leadership styles and techniques were also being evaluated, where the study aims to identify the lapses of the leaders based on their applied strategies. With the identified weaknesses, improvement is needed by developing the skills that to become efficient.

Weighing all those factors will lead to the assessment of the overall satisfaction of the employees or respondents concerning their leaders' approach of leading their teams, knowing that leadership is a critical element in the achievement of the goal of the organization for it affects directly the behavior and performance of its foundations which are the employees.

Planning Department:

Values and Behavior of the Team Leader

Table.1.

	Mean	Median	SD	Variance	Interpretation
Q1	3.77	4.00	1.01	1.03	Agree
Q2	4.00	5.00	1.29	1.67	Agree
Q3	3.85	4.00	1.07	1.14	Agree
Q4	4.08	4.00	0.76	0.58	Agree
AVERAGE	3.92	4.25	0.88	0.78	Agree

The Values and Behavior of the Team Leader survey are shown in Table 1. The rating in all items has been agreed upon. The overall average falls under the interval of "agree" based on the Likert Scale questionnaire interpretation procedures. This suggests that most respondents feel satisfied with how the team leader's values and the team leader's behavior lead the group.

Support Provided:
Table.2.

	Mean	Median	SD	Variance	Interpretation
Q1	4.23	4.00	0.73	0.53	Strongly Agree
Q2	3.23	4.00	1.36	1.86	Neutral
Q3	3.85	4.00	0.90	0.81	Agree
AVERAGE	3.77	4.00	0.88	0.77	Agree

The team leader Support provided is shown in Table 2. Based on the Likert Scale questionnaire interpretation methods, one item's rating was strongly agreed, one was neutral, and two agreed. Overall average fall within the "agree" interval. This demonstrates that the majority of respondents are satisfied with the team leader support in their workplace environment.

Valuing Diversity:
Table.3.

	Mean	Median	SD	Variance	Interpretation
Q1	3.54	4.00	0.88	0.77	Agree
Q3	4.00	4.00	1.00	1.00	Agree
Q2	4.00	4.00	0.91	0.83	Agree
AVERAGE	3.85	4.00	0.70	0.49	Agree

The Valuing Diversity of the team leader is shown in Table 3. Based on the Likert Scale questionnaire interpretation methods, all items were agreed upon. Overall average fall within the "agree" interval. This demonstrates that the majority of respondents are satisfied, and the team leader ensures that everyone in the office feels included.

Communication:
Table.4

	Mean	Median	SD	Variance	Interpretation
Q1	3.92	4.00	0.76	0.58	Agree
Q3	3.69	4.00	1.11	1.23	Agree
Q2	4.00	4.00	0.82	0.67	Agree
Q4	3.69	4.00	1.38	1.90	Agree
AVERAGE	3.83	4.00	0.92	0.84	Agree

Shown in Table 4 is how the team leader communicates within the team. Based on the Likert Scale questionnaire interpretation methods, all items were agreed most of the respondents. Overall average fall within the "agree" interval. This demonstrates that most respondents are satisfied with how their team leader communicates and provides clear directions.

Leadership Qualities:
Table.5.

	Mean	Median	SD	Variance	Interpretation
Q1	3.62	3.00	1.19	1.42	Agree
Q3	4.23	4.00	0.73	0.53	Strongly Agree
Q2	3.31	4.00	1.44	2.06	Neutral
Q4	3.85	4.00	1.07	1.14	Agree
AVERAGE	3.75	3.75	0.98	0.97	Agree

The team leader's leadership qualities are shown in Table 5. Based on the Likert Scale questionnaire interpretation methods, one item's rating was strongly agreed, one was neutral, and two agreed. Overall average fall within the "agree" interval. This demonstrates that most respondents are satisfied with the team leader's qualities in looking out and motivating their subordinates.

Skills:
Table.6.

	Mean	Median	SD	Variance	Interpretation
Q1	3.85	4.00	1.07	1.14	Agree
Q2	3.92	4.00	0.95	0.91	Agree
Q3	3.92	4.00	1.04	1.08	Agree
AVERAGE	3.90	4.00	0.96	0.91	Agree

Shown in Table 6 is how well team leader skillsets within the team. Based on the Likert Scale questionnaire interpretation methods, all items were agreed most of the respondents. Overall average fall within the "agree" interval. This demonstrates that

most respondents are satisfied with how their team leader's skills in leading the team.

Effectiveness:
Table.7.

	Mean	Median	SD	Variance	Interpretation
Q1	3.77	4.00	0.60	0.36	Agree
Q2	3.85	4.00	0.80	0.64	Agree
Q3	3.92	4.00	0.95	0.91	Agree
AVERAGE	3.85	4.00	0.69	0.47	Agree

Shown in Table 7 is the effectiveness of the team leader within the team. Based on the Likert Scale questionnaire interpretation methods, all items were agreed most of the respondents. Overall average fall within the "agree" interval. This demonstrates that most respondents agreed that their team leader is effective in leading the team.
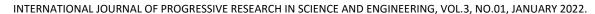
Overall Effectiveness and Performance:
Table.8.

	Mean	Median	SD	Variance	Interpretation
Q1	4.08	4.00	0.86	0.74	Agree
Q2	4.00	4.00	1.00	1.00	Agree
AVERAGE	4.04	4.00	0.90	0.81	Agree

Shown in Table 8 is the overall effectiveness and performance of the team leader within the team. Based on the Likert Scale questionnaire interpretation methods, all items were agreed most of the respondents. Overall average fall within the "agree" interval. This demonstrates that the team leader is effective and performing well with their subordinates.

Operations Department:
Values and Behavior of the Team Leader
Table.9.

	Mean	Median	SD	Variance	Interpretation
Q1	3.87	4.00	1.13	1.27	Agree
Q2	3.93	4.00	0.96	0.92	Agree

	Mean	Median	SD	Variance	Interpretation
Q3	3.93	4.00	1.03	1.07	Agree
Q4	4.00	4.00	1.13	1.29	Agree
AVERAGE	3.93	4.25	1.00	1.00	Agree

Table 9 shows the Team Leader's Values and Behavior inside the Team. According to the Likert Scale questionnaire interpretation methods, the majority of the respondents agreed on all items. The overall average is within the "agree" range. This shows that the team leader is accountable and concerned about their subordinates.

Support Provided:
Table.10.

	Mean	Median	SD	Variance	Interpretation
Q1	4.27	4.00	0.70	0.50	Strongly Agree
Q2	3.27	3.00	1.16	1.35	Neutral
Q3	4.07	4.00	0.88	0.78	Agree
AVERAGE	3.87	3.67	0.84	0.71	Agree

Table 10 shows how the team leader assists the team. According to the Likert Scale questionnaire interpretation methods, one item's evaluation was strongly agreed, one was neutral, and two were agreed. The overall average is within the "agree" range. This demonstrates that the majority of respondents are pleased with the team leader's assistance and that the subordinates are led professionally.

Valuing Diversity:
Table.11.

	Mean	Median	SD	Variance	Interpretation
Q1	3.67	4.00	1.05	1.10	Agree
Q2	3.53	4.00	1.13	1.27	Agree
Q3	3.80	4.00	1.01	1.03	Agree
AVERAGE	3.67	3.67	0.95	0.90	Agree

The Valuing Diversity of the Team Leader of the team leader is shown in Table 11. According to the Likert Scale questionnaire interpretation methods, the majority of the respondents agreed on all items. The overall average is within the "agree" range. This implies that the team leader makes sure that everyone feels included and emphasizes all of their skills.

Communication:
Table.12.

	Mean	Median	SD	Variance	Interpretation
Q1	3.80	4.00	0.94	0.89	Agree
Q2	3.80	4.00	0.78	0.60	Agree
Q3	3.93	4.00	0.80	0.64	Agree
AVERAGE	3.86	4.00	0.72	0.52	Agree

Table 12 shows how the team leader communicates with the team. According to the Likert Scale questionnaire interpretation methods, the majority of the respondents agreed on all items. The overall average is within the "agree" range. This suggests that the majority of respondents are pleased with how their team leader communicates and gives clear instructions.

Leadership Qualities:
Table.13.

	Mean	Median	SD	Variance	Interpretation
Q1	3.80	4.00	0.94	0.89	Agree
Q2	4.07	4.00	0.88	0.78	Agree
Q3	4.07	4.00	0.88	0.78	Agree
Q4	3.73	4.00	1.03	1.07	Agree
AVERAGE	3.92	4	0.838	0.702	Agree

Table 13 displays the team leader's leadership skills. According to the Likert Scale questionnaire interpretation methods, the majority of the respondents agreed on all items. The overall average is within the "agree" range. This suggests that the majority of respondents are pleased with the team leader's abilities to watch over and motivate their subordinates.

Skills:
Table.14.

	Mean	Median	SD	Variance	Interpretation

	Mean	Median	SD	Variance	Interpretation
Q1	3.73	4.00	0.80	0.64	Agree
Q2	3.87	4.00	0.99	0.98	Agree
Q3	4.13	4.00	0.74	0.55	Agree
AVERAGE	3.91	4.00	0.72	0.51	Agree

Table 14 shows how well team leader skillsets are balanced within the team. According to the Likert Scale questionnaire interpretation methods, the majority of the respondents agreed on all items. The overall average is within the "agree" range. This suggests that the majority of respondents are satisfied with their team leader's ability to lead the team.

Effectiveness:
Table.15.

	Mean	Median	SD	Variance	Interpretation
Q1	3.53	4.00	1.13	1.27	Agree
Q2	3.67	4.00	1.05	1.10	Agree
Q3	3.73	4.00	1.16	1.35	Agree
AVERAGE	3.64	4.00	1.02	1.04	Agree

The efficiency of the team leader within the team is seen in Table 15. According to the Likert Scale questionnaire interpretation methods, the majority of the respondents agreed on all items. The overall average is within the "agree" range. This suggests that the majority of respondents believe their team leader is effective at leading the team.

Overall Effectiveness and Performance
Table.16.

	Mean	Median	SD	Variance	Interpretation
Q1	3.93	4.00	1.03	1.07	Agree
Q2	4.00	4.00	1.00	1.00	Agree
AVERAGE	3.97	4.00	0.99	0.98	Agree

The total effectiveness and performance of the team leader within the team are shown in Table 16. According to the Likert Scale questionnaire interpretation methods, the majority of the respondents agreed on all items. The overall average is within the "agree" range. This demonstrates that a team leader is efficient and effective in leading the team.

VI. CONCLUSION

This research aims to determine information about the leadership effectiveness of team leaders in SIA Engineering Philippines organization, including the satisfaction level of the subordinates with the leadership styles and strategies that each leader is exhibiting. Based on the findings and analysis conducted, the researcher concludes that having an appropriate and effective leadership style in an organization leads to a successful organizational performance outcome, where employees and leaders are working hand-in-hand to reach the organization's common goal.

Moreover, all leaders have different weaknesses in terms of leadership style and strategies, no leader is perfect, and there's always room for improvement. Being an effective leader, you cannot figure it all at once; It's a continuous improvement process. Overall, having good qualities and the attitude of an effective leader will positively impact not only the organization's success but also for every employee in the line.

REFERENCES

[1]. Bass, B. M. (1985). Leadership and performance: Beyond expectations. New York, NY: The Free Press.

[2]. Hicks, G.H., & Gullet, C.R. 1975. Organizations: Theory and Behavior, New York, NY: McGraw-Hill (pages 245-259).

[3]. Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. Journal of Applied Psychology, 89(5), 755-768.

[4]. Menon, M. E. (2014). The relationship between transformational leadership, perceived leader effectiveness and teachers' job satisfaction. Journal of Educational Administration, 52(4), 509-528.

[5]. Re 'em, Y. (2011). Motivating Public Sector Employees. Hertie School of Governance- Working Papers, Nr. 60.

[6]. Taffinder, Paul. (2006) Leadership Crash Course: How to Create Personal Leadership Value (2nd Edition) London, GBR: Kogan Page, Limited (pp. 6.).

[7]. Pimentel, J. (2010, December). (PDF) A Note on the Usage of Likert Scaling for Research Data Analysis. Research Gate.

[8]. The jamovi project (2021). jamovi. (Version 2.0) [Computer Software].

[9]. R Core Team (2021). R: A Language and environment for statistical computing. (Version 4.0) [Computer software].