Results-Oriented Leadership: Application to The Employees of NIA Pampanga-Bataan IMO

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Abstract: - In refer to leadership style, there are two (2) main categories which are Results-oriented (Results-driven) and Process-oriented (Relationship-oriented) Leadership. The results-driven management highlights productivity, targets, and resources. The relationship-oriented management is concerned with people and whether they are happy and fulfilled at work. This two is not new at National Irrigation Administration, Pampanga-Bataan Irrigation Management Office. The respondents perceived these styles of leadership into the said office. Basing on the accumulated weighted percentages, the employees perceived Results-oriented leadership style in more positive way. This study also tackled the possible advantages/disadvantages of implementing a certain style into the office. Since every individual has different values, beliefs and workloads, these differences come up to have different perception into Management Styles. Also, it is proven that the NIA-PAMBAT IMO is very open for changes. They are proposing trainings and seminars that will help each employees to escalate their learnings in terms of leadership styles & development. Moreover, the study shows that a balanced leadership must be imposed into the whole office in order to have a harmonious relationship between the management and employees that will help them to be productive in attaining the office's goals and objectives with satisfaction and seriousness.

Key Words— *Leadership Styles, Results-Oriented, Process-Oriented.*

I. INTRODUCTION

A leader's leadership style refers to how he or she directs, motivates, and manages others. A person's leadership style also influences how they strategize and implement plans while keeping stakeholders' expectations and the well-being of their team in mind.

Working in organizations today necessitates the ability to manage competing agendas and shifting power bases. Effective leadership is about maintaining relationships while achieving results, not about winning at any cost.

Leadership styles, while often portrayed negatively by some, have their own set of advantages and disadvantages. Adapting a certain leadership style enables participants to identify the qualities of an effective leader, shift their mental focus from individual productivity to influencing others, recognize style differences in others, and cater to their preferences. You will be able to use verbal and nonverbal messages to build rapport, facilitate effective meetings, conduct constructive one-on-ones, provide positive and negative feedback to different styles, and develop individual motivation approaches for employees. According to Bakari Akil II Ph.D., "Results Oriented people are concerned with the outcome. They want another victory in the win column; to be called champion and most importantly they don't want to lose. Their desire to win is so great that the Results Oriented person may adopt a win at any cost approach and not consider who is hurt or damaged in their pursuit of success. Results Oriented people can sometimes be the in your face, no excuses type." And in contrary, "The Process Oriented person, although concerned with success, is also concerned with how

that success occurs. They are concerned with their performance during their pursuit and will ask themselves questions such as: Did I perform better than last time or did I improve in the areas I was focusing on? I won, but did I play by the rules and show good sportsmanship? If I keep improving the way I am will I be a champion?"

Leadership development is the process which helps expand the capacity of individuals to perform in leadership roles within organizations. Leadership roles are those that facilitate execution of an organization's strategy through building alignment, winning mindshare and growing the capabilities of others. Leadership roles may be formal, with the corresponding authority to make decisions and take responsibility, or they may be informal roles with little official authority (e.g., a member of a team who influences team engagement, purpose and direction; a lateral peer who must listen and negotiate through influence). – Rommin Adl, 2013

A personality style serves as a lens through which a person sees the world and the world sees them. It has an impact on their job and how they communicate. Being aware of your personality style can help you communicate more effectively, assess the needs of others, and form productive relationships. – HRDQ Staff, September 2022.

The development as to refer in leadership is directly proportional to one's personal beliefs, experiences, culture and environment. These factors are considerable to be vital into the occurrence of varieties in terms of leadership.

II. LITERATURE REVIEW

2.1 Overview

For the last two decades, the critical importance of the team effectiveness has been considered as the main aim of the many papers. The process of managing teams and ensuring their effectiveness requires the presence of the leader who can motivate and provide a vision for their subordinates. Leaders are believed to set smart goals for the subordinates and empower them enough to achieve the organizational goals. The research sphere which is focused on analyzing the influence of leaders to manage the effectiveness of the teams can be regarded as one of the most developing areas. The role of leaders is regarded as the critical tools for the team members. The reason is that leaders play a vital role in formulating collective norms, assisting the team members to face and resolve the challenges arisen in the team environment.

The critical importance of leaders on team member resulted in the creation new ways based on which leaders can provide value for the members of the team.

The managing style of the leaders is essential to the success of the teamwork. In many cases, leaders are not aware of the main needs and wants of their subordinates, or they fail to understand the difference between the individuals involved in the team. As a result, due to the various issues that were not identified in time among team members result in the decreasing productivity of team members.

It is crucial for the leaders to provide compelling direction which can help the members of the team achieve the team and organizational objectives. Compelling direction can consist of transformational leadership; also known as person focused leadership behavior, as well as compelling direction should be good enough to initiate the structure which is task-focused leadership. In this regard, it is important to look at the difference between the two types of the leadership behavior. Task leadership behavior or management style focuses on the accomplishment of the task on time and an accurate manner. Task-focused leaders formulate the schedules with easy-to-reach objectives which can help team members to work more effectively. On the other hand, person-focused leadership is mainly concerned with the creating better and enhanced environment which motivates and empowers employees.

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The further style is known as drivers, drivers are quite fast and look forward to facing challenges. They try to solve the emerging problems as soon as possible based on the available data and resources. The integrators are another style followed alongside three team styles mentioned above.

They value relationships more, and they think that teams can achieve success only by working together. Thus, it is believed that teams that follow above-mentioned styles enjoy different advantages, such as innovativeness, increased communication between team members and quick access to decision making. According to the classification of team styles, the research aimed to define the influence of various factors which may trigger the motivation of team members in the workplace.

2.2 Summary

The present research is a literature review of the leadership styles and its effectiveness within the organization team-building. Specifically, this paper tries to review the literature in the sphere of job performance focusing on the leadership styles. Both leadership types and styles had been reviewed in relation to the productivity in the organization along with the role stressors and role ambiguity. Leaders are claimed to have a positive impact on the efficiency of the organization by influencing the team members' job performance.

Additionally, literature review explores the concepts of role stressors such as role ambiguity and role conflict, which are often found as the most important source of job dissatisfaction and poor job performance. Understanding the nature of role stressors and potential sources which may cause them to will help organizations to take control of managing role stressors. Also, it was found that the relationship between job performance and job cooperation was somewhat controversial in the literature. Therefore, it is important to understand the nature of different leadership styles and assess their impact on resolving different organizational problems.

2.3 Evaluation

Each leadership style is distinct in terms of engagement, motivation, strategic planning, and judgment. The review offered here gives a comprehensive overview of the impact of leadership styles on job ambiguity and role conflict resolution in order to improve work performance.

Leaders must consider their employees productivity and effectiveness. Leaders can be motivated to take effective action to improve the organizational climate so that people can realize their full potential by clearly understanding the expectations of their workforce and having a thorough knowledge of the negative effects of role ambiguity and role conflict. If leaders are effective, their organizations will usually become places where it is easier to work inclusively by reducing workplace pressures such as role conflict and role ambiguity. Additionally, in order to resolve role conflicts and pinpoint the primary

causes of role stressors, leaders and their management strategies are crucial.

A thorough assessment of the literature supports the notion that leadership is a very broad discipline with many unknown prospective leadership areas that could be crucial to organizational success. The significant overlap and variation in the types of leadership addressed need greater attention and accuracy in identifying different types of leadership. Further leadership research should therefore focus less on exploratory research and more on the construction of a new full range scientific leadership model that includes the various leadership styles that are frequently mentioned.

Furthermore, future research can investigate various leadership theories and assess their influence in overcoming role pressures. Trait theory is one of the most prominent leadership theories. Future research can investigate the impact of specific leadership attributes that can promote job performance and cooperation based on trait theory.

The authors amplifies the reality into today's world in terms of how leadership style affects the productivity of the workforce in a certain organization and how it affects in diminishing certain causes into the work field. They also governed by several yet concrete references that may somehow can be used as basis in justifying the truths they have been cited.

III. STATEMENT OF THE PROBLEM

The study was carried out in order to apply results-oriented type of leadership to the respondents. Moreover, it is subjected to determine whether there is any conflict as they undergo into the said type of leadership. To obtain its intent, it attempts to answer the following questions:

- Age
  - 20 - 25 years old
  - 26 - 30 years old
  - 31 - 35 years old
  - 36 and above
- Gender
  - Male
  - Female
- Status of Appointment
  - Job Order
  - Casual/Daily
  - Permanent
- Year(s) in service
  - Less than a year

- o 1 year – 3 years
- o 4 years – 7 years
- o 7 years – 10 years
- o above 10 years
- Department
  - o Engineering
  - o Operation & Maintenance
  - o Administrative & Finance
  - o Institutional Development

In terms of the respondents' views to the leadership styles, especially the results-oriented type, researchers provided a checklist that will be discussed at the research instruments.
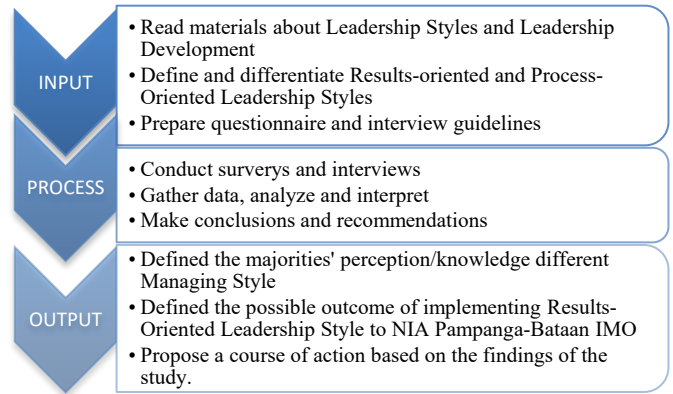
Moreover, researchers also listed several questions that will be answered by the department heads/manager for further information. These questions are:

- Are you aware to results-oriented/process-oriented leadership?
- If yes, what is/are your view(s) into that subject?
- State problem, if there is any, accompanied to this kind of leadership?
- Do you think there will be a certain advantage/disadvantage to these two systems?
- How do you handle results-oriented/process-oriented type of leadership into your immediate office? As the whole office? If there is any to your association?
- How do you help "new-faces" to cope up into these systems, if there is any?
- Is there any relation between the differences between the said systems to the way of pursuing your leadership development?

IV. RESEARCH METHODOLOGY

4.1 Conceptual Framework

Since different leadership styles exist nowadays, it is very important to adapt into a certain leadership style that may somehow fit for the existing environments and situations. It is vital to determine the significance of the differences of leadership styles, to dig further details that will be basing on facts about oriented-leadership style in order to be a guide in acquiring essential information that the researcher may use in evaluating the effectiveness of the implementation of the said system that will be serving as basis for future researches.

INPUT
- Read materials about Leadership Styles and Leadership Development
- Define and differentiate Results-oriented and Process-Oriented Leadership Styles
- Prepare questionnaire and interview guidelines

PROCESS
- Conduct surverys and interviews
- Gather data, analyze and interpret
- Make conclusions and recommendations

OUTPUT
- Defined the majorities' perception/knowledge different Managing Style
- Defined the possible outcome of implementing Results-Oriented Leadership Style to NIA Pampanga-Bataan IMO
- Propose a course of action based on the findings of the study.

4.2 Conceptual Paradigm

The diagram above describes the conceptual framework of the study using the Input-Process-Output Model. The IPO model consists of materials, information, tasks, and decisions. A process is viewed as a series of boxes (processing elements) connected by inputs and outputs. Information or material objects flow through a series of task or activities based on a set of rules or description points. Flow charts and process diagrams are often used to represent the process (Harris and Taylor, 1997). The IPO model will give the general structure and guide for the course of study. It has three components: the input, process, and output.

The INPUT arrow consists the different references and reading materials about Leadership Style & Development and its definition. Moreover it contains the process of determining and distinguishing Results-oriented and Process-oriented type of leadership. Also, it includes the constructed questionnaire that was distributed to the respondents.

The PROCESS arrow consists of data gathering tools like conducting a survey, analyzing and interpreting the data gathered to construct conclusions and recommendations.

Finally, for the OUTPUT arrow, the researchers came up to the idea how the respondents' perceived the possible various managing style into their office, what will be the possible effect of implementing Results-oriented leadership style into the said office and also how will they address the possible issues that may come up during the transition period if there is any.

4.3 Scope and Limitations

The study focuses on how to apply Results-Oriented Leadership Style to the National Irrigation Administration Pampanga-Bataan Irrigation Management Office (NIA PAMBAT-IMO) employees. It also concerns to the possible

problems it may bring. There will be no limitations in terms of aligning a certain target referring in conducting the surveys except to the key informant interview (KII). Only department heads and manager are subjected into this interview. But overall, every employee under this office, which includes permanents, casuals and job orders (JOs) are belong to the targets.

4.4 Respondents of the Study

The respondents are the employees of NIA PAMBAT-IMO, including those in satellite offices. Employees in every department: Administrative & Finance, Engineering, Operations & Maintenance and Institutional Development, from the highest and lowest position are subjected to be the target of this study. Respondents will be categorized according to their age, gender, status of appointment, years in service and respective departments. There will be 122 participants into this study.

4.5 Research Instruments

4.5.1 Questionnaires

Questionnaires were used to obtain important information about the population. Each item on the questionnaire was developed to address a specific objective, research question or hypothesis of the study. The researcher developed self-administered questionnaires, which met the researchers' objectives. The questions were both structured or closed-ended and unstructured or open-ended and were distributed to various respondents - Rono, 2013; Mugenda and Mugenda, 2003. Survey questions included the assessment of demographic and socio-economic characteristics.

4.5.2 Key Informant Interview

Key informant interviews are qualitative in-depth interviews with people who know what is going on in the community. The purpose of key informant interviews is to collect information from a wide range of people—including community leaders, professionals, or residents—who have firsthand knowledge about the community. These community experts, with their particular knowledge and understanding, can provide insight on the nature of problems and give recommendations for solutions - Section 4: Key Informant Interviews, UCLA Center for Health Policy Research. As stated above, the researchers are aiming to gather much deep data and understanding through the use of KII. Under this are the assessment referring to the awareness to results-

oriented/process-oriented leadership styles, problems encountered due to this kind of leaderships into the association, known advantages/disadvantages, handling situation in terms of the effects into the organization and incites between the interrelation of leadership development and the variation between the two said system.

4.5.3 Data Gathering Procedures

The questionnaires were administered by the researcher and distributed among 122 employees to attain the objectives of the study. The questionnaire was given online in order for the safety of the researcher due to the ongoing COVID-19 pandemic. In terms of KII, personal interviews were executed following the safety protocol. After the accumulation of information, questionnaires were examined and validated. The data gathered from KII undergone to deep analysis in order to diminish the possible prejudices that may occur.

4.5.4 Data Analysis Technique

To acquire outputs for this study, the researcher performed descriptive analysis to the data gathered. Data aggregation and data mining are the two techniques used in order to churn out historical data. In data aggregation, data is first collected and then sorted in order to make the datasets more manageable -Ayush Singh Rawat, March 2021. Data mining on the other hand advances in data collection and storage technology have made it possible to store large collections of data - Barnett Parker, 2005.

The data gathered from the survey questionnaires were treated statistically using the following tools: frequency counts, percentage, and weighted mean.

Frequency count and percentage were used to describe the demographic profile of respondents.

To determine the effects of the possible effects of implementing Result-oriented leadership into the target organization, researchers provided a checklist wherein frequency count with multiple responses were utilized.

For deeper information, researchers performed KII. Researchers threw several questions to the Department heads including the Division head of National Irrigation Administration, Pampanga-Bataan Irrigation Management Office. Moreover, the results of the survey questionnaire will be refer to the section heads including the division head in order for them to be aware of how their subordinates perceive their leadership styles. In this manner, the heads can proceed to

commentary that will be enlisted into the discussion of this research.

V. STATISTICS

To define the quantity of respondents' ages, genders, statuses of appointments, year(s) in service and departments, frequency count with multiple responses were utilized. In determining the frequency count for each variable, this study used;

$$\%_f = \frac{f}{n} * 100\%$$

where;

%f = percentage of the frequency corresponds to the total number of samples

f = frequency, number of tallied marks

n = total number of samples

To determine how the respondents perceived the leadership styles howling into their respective offices as an office as whole researchers provided a checklist (a checklist wherein every statement may satisfy how respondents' see the leadership inside their office – results-oriented or process oriented) wherein frequency count with multiple responses were utilized. In determining the frequency count for each variable, this study used the same statement shown above.

In determining whether NIA PAMBAT-IMO lies under Results-oriented or Process-oriented type of leadership, the accumulative percentages between the two will be computed.

5.1 Presentation of Data

This chapter presents the data gathered and the result of the statistical analysis done. These are presented with discussions before each tables following the sequence of the statements of the problem regarding this research: "Results-oriented Leadership: Application in to the Employees of NIA PAMBAT-IMO".

5.2 Profile of Respondents

5.2.1 Present Age of the respondents

The table below shows the profile of the respondents according to their present ages. 44.26% of the respondents fall at 36 and above. While the 21.31% and 19.67% are tallied from ages that ranges to 26-30 and 20-25 above. And the remaining

14.75% tallies at the age range of 31-35. It can be concluded the most of the employees of the said office lies within 36 years or above as speak on their ages.

Table.1. Frequency distribution of Respondents according to their Present Ages

Age Range	Frequency	Percentage
20-25	24	19.67%
26-30	26	21.31%
31-35	18	14.75%
36 and above	54	44.26%
Total	122	100%

5.2.2 Gender

The table below shows the numbers of the male and female employees of NIA-Pampanga Irrigation Management Office. The male employees tallied a number of 74, garnering 60.66% and the remaining 48 are female with 39.34% percentage.

Table.2. Frequency distribution of Respondents according to their Gender

Gender	Frequency	Percentage
Male	74	60.66%
Female	48	39.34%
Total	122	100%

5.2.3 Status of Employment

The table presented below shows the frequency and corresponding percentages of the status of employment of the respondents. According to the numbers gathered, 43.44% of the respondent's daily/casual. The 40.98% are regulars/permanents. While the rest, 19% are job orders (JOs).

Table.3. Frequency distribution of Respondents according to their Status of Employment

Status of Employment	Frequency	Percentage
Permanent	50	40.98%
Casual/Daily	53	43.44%
Job Order (JO)	19	15.59%
Total	122	100%

5.2.4 Checklist

The tabulation below shows the respondents' response to the first four statements that fall into Results-Oriented type of leadership statements as per Jairam Panickssery, Director, Enterprise Architecture (June 2017).

Descriptions/Statements	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Managers/leaders in your office focus on meeting objectives.	67	27	28	0	0
Managers can deal well with ambiguity and work well with incomplete information.	21	20	40	41	0
Managers/leaders have a flexible approach to work.	60	42	19	1	0
Leaders always tries to make progress irrespective of constraints.	45	40	3	7	27

The tabulation below shows the respondents' response to the second four statements that fall into Process-Oriented type of leadership statements as per Jairam Panickssery, Director, Enterprise Architecture (June 2017).

Descriptions/Statements	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Managers/leaders have self-disciplined and settles well into established systems and structures	78	25	3	0	0
Leaders focus on the journey as well as the destination	15	34	56	12	5
Managers always complies with the rules	20	54	4	23	12
Managers/leaders adept at keeping things running smoothly.	20	54	4	23	12

VI. ANALYSIS OF DATA

6.1 Relationship between the Ages of respondents on how they perceived various leadership styles including development

Based on the statistical data gathered referring to age stated above, mostly of the employees are above 36 years old as they garnered 44.26% of the entire population. It can be concluded that the age of a certain employee may experience a lot of leadership style variety. According to one of the Section Chief of Operations and Maintenance,

"....It is merely a fact that age can provide a huge impact in my previous and present subordinates on how many kinds of (leadership) style they have been through. Parang ako, I've been in NIA for 36 years. So, can you imagine kung gaano karaming tao na ang sinupervise ko at kinasama ko? Kung gaanong karaming manager at visor na ang nakasama ko na may kanya kanyang klase ng pamumuno?"

(It is merely a fact that age can provide huge impact in my previous and present subordinates on how many kinds of leadership style they have been through. Just like me, I've been in NIA for 36 years. So can you imagine how many people I have supervised and been with? How many managers and supervisors that I have been with that have various kind of leadership?)

Those variety of people that a manager supervises will alter on how he/she handles people. And at the same time, the way a certain employee act inside the office can be affected by the type of leadership of their immediate supervisor will be.

6.2 Relationship between the Gender of respondents on how they perceived various leadership styles including development

In terms of gender, this can be a little tricky in terms of leadership styles & development. There are certain departments where in male employees are much more in terms of number that in female employees and vice versa.

".... Parang last year, we conducted seminars about Self-development and Leadership Awareness wherein ang mga participant natin are all girls. This way I can see na mas lalaki ang potensyal ng mga female employees in terms of leadership. Consider me, head of Admin and Finance, even our Regional Head is also female.....One thing na I can say na pagkakaiba naming mga female heads to male heads is sensitivity. Sensitivity to politics and development....." – said by the head of AFS.

(Like last year, we conducted seminars on Self-development and Leadership Awareness wherein our participants are all girls. This way I can see that the potential of the female employees can be expand in terms of leadership. Consider me, head of Admin and Finance, even our Regional Head is also

female. One thing I can say is that the difference between us, female to male heads is sensitivity. Sensitivity to work politics and development.)

In NIA PAMBAT-IMO, there are seven (7) chiefs which includes the division manager of the office itself. Three (3) of them are females. It can be said that every individual has their own kind of leadership styles. And these various styles can be effective or not depending upon to their respective subordinates or even on the Section that they have been vising.

6.3 Relationship between the Status of Appointment on how they perceived various leadership styles including development

In National Irrigation Administration, the chain of command is always depending upon the statuses of the appointment of the employees. According to the Engineering Chief,

"Noong hindi pa ako hepe, that time I was a casual Senior Engineer A, may nakasama ako sa office na Engineer A pero ang kaibahan that time regular na sya. Siya 'yung tipong utos ng utos sayo kahit na hindi naman na related sa trabaho 'yung pinapagawa nya and that makes me feel really uncomfortable. Alam ko naman 'yung chain of command sa office namin pero kung iisipin mo, gagawin mo ang isang trabaho na hindi naman related sa trabaho sa office? Parang mali. Some of my colleagues also told me na parang sinasamantala niya pagiging permanent nya by that time. Paano na lang kung maging hepe siya ng isang department? That way kaya magiging pamumuno niya? Will it be effective to his respective section? To his employees? To the whole agency?"

(The time that I was just a casual Senior Engineer A, I had a colleague who is a permanent Engineer A in the office. He's the kind of colleague who likes to command even the work he ask me to do is not related to our work and that makes me feel really uncomfortable. I know the chain of command in our office but if you think about it, will you do a job that is not related to office work? Seems wrong. Some of my colleagues also told me that he seemed to be taking advantage of his permanent status by that time. What if from time to time he'll become a section chief? Will that be the kind of leadership style? Will it be effective to his respective section? To his employees? To the whole agency?)

As what the Engineering Chief said, during his time, a certain type of leadership style can be concluded. His colleague uses

his status for his own personal interest without acknowledging the right scope of works.

6.4 Relationship between the Department of the respondents on how they perceived various leadership styles including development

Favoritism can be a huge word in terms in department of respondents to leadership flairs and progress. The compliance of a certain department, the monetary contribution if there is any, and the people inside a certain section can be some of the factors. To develop a certain employee in terms of leadership can be bloody. So, what if the manager/heads aiming to excel a group of individuals in terms of ethical understanding and leadership? Then that is another story.

"....Variations in styles is real. In every agency, it can be seen. Smaller group or even bigger one has it. Medyo mahirap magkaroon ng isang klaseng pamumuno sa malalaking organisasyon tulad ng sa NIA-Pambat IMO.... Everyone is thinking. Everyone has their own personal beliefs and traits na maaaring makaapekto sa performance ng section nila. And of course, possible din itong makaapekto sa performance ng IMO itself. But as long na alam ng bawat empleyado ng ahensyang ito 'yung tinatawag na adaptive to change, makakatulong 'yun para mabawasan 'yung gulo sa pagkakaroon ng iba't ibang klase ng pamumuno. Kaya nga nagpapaseminar ang office namin regarding accountability and leadership." stated by the Head of Pambat-IMO.

(Variation in styles is real. In every agency, it can be seen. Smaller group or even bigger one has it. It is difficult to have a certain kind of leadership style in bigger organization like NIA-Pambat IMO. Everyone is thinking. Everyone has their own personal beliefs and traits that somehow may affect into the performance in their respective sections. And of course, it can possibly affect into the performance of the IMO itself. But as long the employees know how to be adaptive to change, it can help to diminish the possible pavements on having various type of leadership styles. That is why we are conducting seminars regarding accountability and leadership.)

6.5 Respondents' responses according on how their Managers/Leaders focus on meeting objectives

Referring to the data gathered (See Appendix 2), 77.05% told that their respective leaders focus on attaining certain office goals. In contrary, 22.95% of the population are uncertain about this statement.

According to one of the engineer under a certain O&Ms in NIA PAMBAT-IMO,

"....Hindi ko masabi kung mag aagree ako sa first statement. May instances kasi na instead na ipapafocus ka lang nila sa isang trabaho, nagbibigay pa sila ng mga workload na hindi naman related sa mismong objective. Edi doon palang ubos na oras mo. If hindi mo nagawa on time 'yung dapat trabahuhin mo, mapapapagalitan ka pa. Mapagsasabihan ka pa...."

(I really can't say if I agree onto the first statement. There are instances of instead give us the time to focus on a certain part of the job, they will be giving us other workloads that is unrelated in grabbing the section/agency objective. Its time consuming. You will be reprimanded if you don't finish your main job/workload.)

6.6 Respondents' responses according on how their Managers/Leaders can deal well with ambiguity and work well with incomplete information

Based on the data gathered, 66.40% answers that they are uncertain & disagree into this matter.

".....I can agree to the responses. NIA is ISO certified. All information should be documented. Kaya kung may kulang man na information si isang section na manggagaling sa ibang section, its either magfollow up muna 'yan sa kanila. Mahirap gumawa basta-basta ng desisyon without referring sa mas nakakataas...." AFS chief said.

(I can agree to the responses. NIA is ISO Certified. All information circling within inside or outside the office should be documented. That is why if a certain section will have incomplete information that will be completed by another section, there will be follow up processes to the said section. It is difficult to make decisions without referring to the top management.)

6.7 Respondents' responses according on how their Managers/Leaders have flexible approach to work

In terms of flexibility, majority of the PAMBAT employees saw that their corresponding leaders are supple to whatever may happen to their offices.

"....If hindi gumana si Plan A, dapat may nakaready kang Plan B kahit hanggang Z pa yan....Isa 'yon sa lagi kong naririnig sa Division Head natin na we should be ready to

whatever unforeseen events may happen. But also, he said na we should be accountable sa mga desisyon natin. If magkakaroon ng malaking problema, then tsaka palang namin nirerefer sa kanya...." Engineering chief said.

(If plan A didn't work, then we should have Plan B up to Z. I always hear it to our Division Head that we should be ready to whatever unforeseen events may happen. But he also added that we should be accountable for our decisions to make. If making certain decisions may somehow cause bigger problems, then that is the time to refer it to him.)

6.8 Respondents' responses according on how Managers/Leaders try to make progress irrespective of constraints

The gathered data shown that their leaders are progressive even with the presence of challenges. 102 of the respondents agree to this statement.

"....Agree ako dito sa statement na ito. May mga time kasi na nakikitaan ko naman si boss namin na gumagawa at umiisip ng paraan para magkaroon pa din ng accomplishment 'yung isang trabaho...." one of the SWRFT in O&Ms said.

(I agree on this statement. There are times that I have witnessed how my chief formulate possible solutions in order to have even partial accomplishment in a certain workload.)

On the other hand, 22.10% say that their leaders aren't really trying to make progress.

6.9 Respondents' responses according on how their Managers/Leaders have self-disciplined and settles well into established systems and structures

103 out of 122 told that the management resolves into an established systems and structures. That garners 84.43% of the total population. According to the Division Head of PAMBAT-IMO,

"....Nakakabahala to see na ganito karami ang nag-agree sa ganitong statement. We all know naman na kung gaano kabilis ang promotion dito sa IMO, kung gaano kabilis pwede magpapalit-palit ng namumuno. This should be address to all employees. Na dapat maging flexible tayo to change. Paano nalang kung biglang napalitan 'yung isang chief na nakasanayan na ng kanyang mga empleyado sa ganitong klaseng pamumuno for example? Makakapag adjust ba gad sila? Kung hindi eh gaano naman katagal bago makaadjust?.."

(It is disturbing to see that so many people agree with this statement. We all know how fast the promotion is here in IMO, how fast the leader can change. This should be addressed to all employees. That we should be flexible to change. What if the employees who are used to this kind of leadership by their previous chief is suddenly replaced for example? Will they be able to adjust? If not, how long will it take to adjust?)

Based to him, changes in the said management are rampant. So the adjustment of the employees is on stake. This changes may bring positive but also negative effects into the performance of each employees.

6.10 Respondents' responses according on how their Managers/Leaders focus on the journey as well as the destination

The processes involve inside in doing a certain job and the final outcome of the job is both vital. Some finds pleasure during the process while some gains it on the destination. But based on the respondents within this statement, it can be seen that there is a balance tallied answers. 32.00% told that they observed this statement to their managers while 27.87% said that they don't. Moreover the remaining 40.13% answered that they are uncertain within this issue. According to one of the employee that is under in one of the Operations & Maintenance Section,

"....Uncertain sagot ko dito. May time kasi na 'yung supervisor ko, as long na makapagcomply lang, ok na'yun. Meron naming oras na bubusisiin niya mula simula hanggang dulo…"

(My answer on this statement is uncertain. There is a time wherein it's okay for my supervisor just to comply into a certain work. Then there's time that he will check my work from how it started to finished.")

It can be observed that the work rigor may vary according to what kind of job it will be or how urgent it will be. That is why in this statement, the responses where balanced.

6.11 Respondents' responses according on how their Managers/Leaders always complies with the rules

Based on the responses of the target, it seems that they have variable opinion on this statement (see Appendix 2).

"....Natural lang naman na magkaroon ng patakaran sa lahat ng opisina in such a way na para mas maging maayos ang flow sa loob ng trabaho. Hindi lang talaga minsan

nasusunod 'yang mga rule na 'yan dahil may mga posibleng dahilan. Pero as long na mas ikakaayos ng opisina o ng nakakarami, then I don't see any problem with that.." IDS chief said.

Descriptions/Statements	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Managers/leaders in your office focus on meeting objectives.	67	27	28	0	0
Managers can deal well with ambiguity and work well with incomplete information.	21	20	40	41	0
Managers/leaders have a flexible approach to work.	60	42	19	1	0
Leaders always tries to make progress irrespective of constraints.	45	40	3	7	27

Descriptions/Statements	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Managers/leaders have self-disciplined and settles well into established systems and structures.	67	27	28	0	0
Leaders focus on the journey as well as the destination	21	20	40	41	0
Managers always comply with the rules	60	42	19	1	0
Leaders adept at keeping things running smoothly	45	40	3	7	27

(It is only natural to have a policy in all offices in such a way that the flow within the work can be better. Sometimes those rules are not followed because there are possible reasons. But as long as the office or those who have more are more organized, then I don't see any problem with that.)

6.12 Respondents' responses according on how their Managers/Leaders adept at keeping things running smoothly

Another statement that has different responses is this one. 70 of the respondents told that they are strongly agree/agree about this issue, 42 said that they are uncertain and the remaining 10 respondents answered disagree onto this matter.It can be seen, based on the numbers that not all of the respondents are satisfied on how their managers/leaders adept to work processes and goals.

6.13 Determination whether NIA PAMBAT-IMO Leadership Style as a whole fall under Results-Oriented or Process-Oriented

As stated earlier, the first four (4) statements lie on Results-oriented Leadership (in yellow) style while the remaining lies on Process Oriented (in green) as per Jairam Panickssery, Director of Enterprise Architecture (June 2017).

Based on the Appendix A.3, it can be seen that most of the respondents said that they have been observed the Results-Oriented type of leadership into the said office. The said type accumulated 65.98% weighted percentage in contrary to the 58.20% of the other type.

After referring these numbers to the heads of NIA PAMBAT-IMO, they give some commentary to the said results. According to the Division Manager of the target office,

"….It show's a positive results. Although kung makikita natin, hindi nagkakalayo mga numbers. From 65.98% to 58.20%, only a difference of 7.78%. Kung ako kasi ang tatanungin, mas prefer ko na mas mapatupad dito sa opisina ng PAMBAT 'yung Results-oriented na klase ng pamumuno. Isa sa mga dahilan ay para hindi matakot magkamali ang mga empleyado. Hindi ba may kasabihan nga tayong "Practice makes progress"? Hindi naman kailangan ng opisina na magaling agad na empleyado. As long na desidido matuto at marunong tumanggap ng pagkakamali, much better…."

(It shows a positive result. Although if we can see, the numbers are not that far apart. From 65.98% to 58.20%, only a difference of 7.78%. If you ask me, I would prefer that the results-oriented leadership style be implemented here in the PAMBAT office. One of the reasons is so that employees are not afraid to make mistakes. Don't we have a saying "Practice makes progress"? The office does not need good employees right away. As long as you are determined to learn and know how to accept mistakes, then it is much better.)

The head of Administrative & Finance Section added,

"….Yes, we all know that we have processes that are included in every activity that is done inside the office, especially now that we are implementing ISO, but it doesn't mean that every process must be perfect, as long as it is done, we do our jobs properly and we are able to comply with the agency and our clients, that's okay. Our desk manuals only serve as a guide. It doesn't mean that the processes enlisted must be followed…"

6.14 Implementation of Results-oriented Management in NIA PAMBAT IMO

Based on the heads of the office, they are aware to so-called Results-oriented and Process-oriented type of leaderships. In terms of how they perceived these two, they are much relied to implement the Results-oriented leadership into the office.

6.14.1 Problems accompanied to these kinds of leadership

Every system that exists in the world has its own pros and cons. These pros and cons vary in every individual in terms of their culture, beliefs, gender etc.

As to refer in NIA PAMBAT-IMO managers/chiefs,

"Implementing a certain type of leadership style in the office, considering those two (Results-oriented & Process Oriented) may takes a lot of time. Hindi medaling magbago ng isang klase ng pamumuno dahil iba't iba ang ugali at background ng bawat isa. Gustuhin man natin na magkaroon ng unified type ng management eh nangangailangan tayo ng mahaba habang proseso para macomply…. Kung ako lang tatanungin hangga't maaari mas gusto ko 'yung Results-oriented dahil mas matututo ang mga empleyado. Matututo sila in a way na nag-eenjoy sila sa ginagawa nila. Unlike 'yung sa isa, na lumalabas na perfectionist ang mga namumuno…."

(Implementing a certain type of leadership style in the office, considering those two (Results-oriented & Process Oriented) may take a lot of time. It is not easy to change one type of leadership because everyone has different habits and backgrounds. Even if we want to have a unified type of management, we need a long process to comply…. If I were to be asked as much as possible, I would prefer Results-oriented because the employees will learn more. They will learn in a way that they enjoy what they do. Unlike the other one, the leaders appear to be perfectionists.)

6.14.2 Advantages/Disadvantages

Basing on the numbers provided by the respondents, it seems that they observe Results-Oriented type of management in NIA PAMBAT-IMO. But according to the Engineering Section chief,

"….Hindi kasi sa lahat ng pagkakataon maganda 'yung result-oriented. Tulad sa amin dito sa Engineering, most of our works are mainly technical. Hindi kami basta-basta pwede magkamali ng input ng kahit isang numero. Pero ang kinaganda lang dito, hindi lang dito pati na sa buong IMO, hindi lang nakafocus sa iisang klase ng pamumuno. Sadyang inaayon lang din talaga sa situation…."

(It's not always good to be result-oriented. Like us here in Engineering, most of our works are mainly technical. We can't simply make a mistake in inputting even a single number. But the good thing here, not only here but throughout the IMO, is that we are not only focused on one type of leadership. It's just adjusted to the situation.)

The Institutional Development Section Chief added,

"....Yes its true na mas masarap magtrabaho kapag throughout the activity nandyan pa din 'yung enjoyment. Pero minsan syempre baka lumalabas na sa mga subordinate ko na 'yung "Basta makapagcomply lang" na litanya which is not good. Kaya minsan, lalo na kapag medyo mabigat ang trabaho, 'yung entire process chinecheck pa. Hanggang sa matapos 'yung trabaho."

(Yes, it's true that it's better to work when the enjoyment is still there throughout the activity. But sometimes, of course, there is a line which is "As long as they can comply" that may come out to my subordinates, which is not good. So sometimes, especially when the work is a bit heavy, the entire process is still checked. Until the work is done.)

6.15 Managers/Leaders ways of handling Results-Oriented Leadership Style in NIA PAMBAT-IMO

As stated earlier, upholding this kind of leadership style into the whole office is not easy since the office consists of different individual who has variety of perception into the said system. According to the IDS chief,

"From implementation and up to maintaining Results-oriented in the office can be huge. Ang dalas magpalit-palit ng mga hepe ngayon. Kaya in short, if may bago man, baka hindi siya sang-ayon sa ganitong klaseng pamumuno....May mga nakapropose kaming trainings about leadership and accountability. That will be a huge platform in escalating the knowledge of the employees in terms of leadership development."

(From implementation and up to maintaining Results-oriented in the office can be huge. Lately, there's a lot of movement into the managerial positioning. So in short, if there is someone new, he/she might not agree with this kind of leadership....We have proposed trainings about leadership and accountability. That will be a huge platform in escalating the knowledge of the employees in terms of leadership development especially the new ones.)

6.16 Relationship between attaining Results-Oriented Leadership Style to Leadership Development

Since most of the employees of PAMBAT-IMO visualized Results-Oriented Leadership as a good management style, it is also important to establish a balanced leadership. Nothing are too good and too bad when it comes up to managing an agency or company that composed of different thinking-individuals.

According to Pete Hinojosa, Director, Thought Leadership, - "All people tend to naturally gravitate more to one type of leadership over another. But the best leaders see things from both perspectives of rules and relationships. Highly successful leaders take into account the organization's mission, goals and tasks, and balance them with values and relationships."

VII. SUMMARY AND CONCLUSION

The researcher, after interpreting, analyzing, and summarizing the data concludes that majority of employees' ages are in range of 36 years old and above. In terms of gender, the number of male employees is bigger than those female employees. Employees with permanent positions are less than to casual positions with -5.7% difference and more than to JOs with 62% difference. As speaking to the number of years rendered into the agency, only 5.7% of the total employees who rendered less than year are employed in NIA. While in other boxes, the numbers are approximately distributed. Operations & Maintenance Sections on the other hand have 46 out of 122 employees on their pockets. This section is divided into 3 which are: PGRIS, PDRIS and CLBRIS.

Mostly of NIA PAMBAT-IMO employees, including the section chiefs and manager are aware to the two (2) leadership camps which are Result-oriented and Process-oriented type of leadership. Moreover, these two styles are well-observed into the said office.

Implementing and maintaining Results-oriented type of leadership may be difficult in PAMBAT-IMO. But through proper guidance and understanding of the leaders/managers of the said office to their employees may rise up the willingness to adapt this kind of management.

On the other hand, as what have been stated by Pete Hinojosa, Director, Thought Leadership, - "Neither an employee is right or wrong. The leader just got to give them what they need to feel comfortable and productive. That's what balanced leadership is all about."

RECOMMENDATION:

Since implementation of a certain leadership style (Result-oriented management) may be hard, it is advisable to have further understanding and judgment to the employees of NIA-PAMBAT IMO. A balanced leadership must be possessed in order to have a fruitful result on a certain job while having the enjoyment and productivity of the employees.

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