An Analysis of Leadership Styles and Factors Influencing Employees at The Rice Engineering and Mechanization Division of The Philippine Rice Research Institute

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Abstract: - The study aimed to assess the leadership styles adopted by the employees of the Philippine Rice Research Institute specifically at the Rice Engineering and Mechanization Division and identify the factors that influence those styles. A quantitative approach, including the use of a leadership style assessment tool, was used in this study. A full set of questionnaires containing 16 items was used to explore the leadership styles adopted by the employees. A total of 22 employees participated in the survey which has been selected as the sample of the study using the purposive or judgmental sampling. The study found that majority of the employees were facilitative in their style of leadership and exhibited the least authoritarian style. The leadership experience of the staff, level of education, and level of position were discovered to have an influence on their style of leadership. Although these leaders use different strategies to lead their teams, with facilitative being the most common and authoritative being the least common, an effective leader is one who can adjust their leadership style based on the unique needs and goals of their team and individual team members. Furthermore, leader should be able to assess the strengths and weaknesses of their team, as well as the specific goals and tasks at hand, and then adjust their leadership approach accordingly.

I. INTRODUCTION

The goal of any organization is to not only survive but also thrive by improving performance. To meet the demands of highly competitive marketplaces, organizations must constantly improve their performance (Arslan & Staub 2013).

Leadership defined is the ability to guide, motivate, and direct individuals or groups towards a common goal or vision.

It involves setting a direction for a group, aligning people towards that direction, and creating an environment where people can work together effectively to achieve a common objective. A leader may or may not hold a formal position of authority, but they have the ability to influence and inspire others to work towards a shared goal. Leadership can be exercised in a variety of settings, including business, government, non-profit organizations, and personal relationships.

There are numerous ways to run an organization, but the majority of leadership philosophies lean either transactional or transformative. This research will investigate leadership styles or strategies adopted by the Philippine Rice Research Institute-Rice Engineering and Mechanization Division (PhilRice-REMD) and the impact of such leadership styles on the performance of employees. This study will provide an in-depth

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look at various leadership styles and factors that influence each style.

II. LITERATURE REVIEW

Leadership is the behavior of a person who exerts influence on their colleagues by motivating coworkers to create internal incentives for them to be satisfied, cooperate with each other willingly, and put forth their efforts in perspective, physical strength, knowledge, and the ability to help solve problems (Sivarat et al., 2021).

Most industry leaders today modify their leadership responsibilities as they think suitable. There is no set formula that, in that order, predefines a particular leadership style or type of leader. Different situations call for different degrees and types of leadership. Depending on the circumstance they are presently facing, different leadership philosophies will be used (Hamad, 2017).

A leadership style refers to the way that a leader approaches and engages with their team and the tasks at hand. It is the leader's way of leading and making decisions, as well as their methods of communication and interaction with team members. According to the web log post (Retrieved from https://blog.hubspot.com/marketing/leadership-styles), there are different leadership styles, each of which can be suitable and effective in different circumstances. There are various leadership styles that leaders can adopt, and different styles may be more or less effective in different situations. Some common leadership styles include: Democratic, Autocratic, Laissez-Faire, Strategic, Transformational, Transactional, Coaching, Bureaucratic, Visionary, Pacesetting, Charismatic, and Situational leadership.

Democratic Leadership (Participatory or Facilitative Leadership): One of the most successful leadership styles is democratic because it encourages everyone to participate in all processes, share their opinions, and know that you will listen to them. Although the final decision is made by the leader, each employee has an equal say in the direction of a project. Employee engagement is also increased when they know their opinions will be heard. The difficulties that democratic leaders may face include the fact that reaching a consensus can take a significant amount of time, effort, and communication. Decision-making may also be hampered if some team members lack the necessary knowledge to make critical decisions.

Autocratic (Authoritarian, Coercive, or Commanding): This leadership style is most useful when a business needs to control specific situations, not as a standalone leadership style. Making a decision compensates for a team's lack of experience and gives employees a clear sense of direction. Potential barriers for autocratic leaders include the fact that most businesses cannot sustain such an ideology culture without losing staff members, which can harm morale and innovative problem-solving.

Laissez-Faire (Delegative or Hands-off): Leaders who practice "laissez-faire" delegate almost all authority to their staff and rarely speak up unless absolutely necessary. This type of boss frequently promotes a more relaxed workplace culture. Although allowing employees to work as they see fit can empower them, it also has drawbacks. Roles and responsibilities can also become unclear, and this can foster a culture of working in silos, with people working independently rather than as part of a cohesive team. This can constrain team development and make it difficult for new or inexperienced employees who would benefit from guidance as they get up to speed. Keeping this leadership style could result in missing important opportunities for company growth and learning.

Strategic: Strategic leaders bridge the gap between a company's core business and its potential for expansion. These leaders accept the responsibility of executive interests while also ensuring that working conditions are stable for everyone else. This type of leadership requires vision, competitive awareness, and adaptability. In many businesses, this is a preferred leadership approach because it supports a variety of workers at once. Strategically thinking leaders run the risk of taking on too much and looking too far into the future, missing important issues that are happening right now. With this leadership style, it's crucial to learn how to delegate and distribute the responsibility for making decisions.

Transformational: Transformational leaders inspire team members and guide workers toward achieving organizational objectives by earning their trust and confidence. This is a very encouraging form of leadership where employees are supported and encouraged to see what they are capable of. It also constantly improves upon company conventions and inspires workers to grow and further develop their skills. Instead of focusing on the company's objectives, transformational leaders may overlook everyone's individual learning curves. Working with your team to update benchmarks is crucial because employee burnout can also become a problem.

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Transactional: As part of transactional leadership, managers let workers know they can anticipate rewards if a goal is attained. If people aren't accomplishing their goals, a transactional leader may need to conduct more one-on-one meetings or check-ins. Transactional leaders can provide helpful clarity and structure of expectations, which can help employees feel safe because they understand expectations. This leadership style also assumes that teams need structure and monitoring to meet business goals and that they are reward motivated. Additionally, employees are clear on the benefits they will receive for helping the company achieve its objectives. This style focuses more on rewarding employees and less on cultivating team spirit and employee relationships. If only some team members are motivated by rewards, it can be challenging to keep them engaged. This can also result in low creativity and a fear of punishment.

Coaching (Conscious): A coaching leader focuses on identifying and enhancing each team member's unique strengths and creating plans that will help teams collaborate more effectively. This leadership style can inspire employees because it emphasizes individual employee success rather than team success, which is like democratic and strategic leadership. It acknowledges the individuality of every worker and enables the creation of interesting, diverse teams where each member contributes something unique. It can take a long time to develop employees with a coaching style, but mentoring isn't always effective for all employees. This leader focuses on high performance, with employees who can communicate effectively and embrace unique skill sets to get work done.

Bureaucratic: Leaders in the bureaucracy follow the rules. This leadership style may be difficult for some people, but it has numerous benefits. This clear and effective leadership style can encourage high levels of creativity in some workers. Employees may not feel as controlled as they would under autocratic leadership, but there may be limitations on how much they can do in their roles. It reduces the possibility of favoritism and replaces it with central responsibilities, job security, and predictability.

Visionary (Affiliative): Long-term objectives are the primary focus of visionary leadership. Teams can accomplish more and enjoy their work more if they have a goal to work toward, which is encouraged by this type of leader. Visionary leaders can skip over day-to-day concerns to focus on long-term ideas, missing roadblocks that could build up and cause problems in the future. They also provide vision statements and other tools to inspire and motivate teams to engage in their work. Hyper-concentration on a single objective is another frequent difficulty, which can make it difficult to consider other suggestions that might be equally valuable to the company.

Pacesetting: A pacesetter sets high expectations and expects their team members to carry them out exactly as they have specified. They may intervene to ensure that tasks are completed correctly and on time. Skilled and seasoned teams frequently flourish under this kind of leader. These leaders expect productivity and high-quality outputs from employees. It can be gratifying for team members to see their leader working hard alongside them. Pacesetting leaders can occasionally create a high-stress workplace environment if goals are unrealistic, which can overwhelm and demotivate teams. They do this by utilizing the skills of motivated and competent team members and making meeting goals feel urgent and exciting. This may lower engagement and cause burnout, which makes it difficult for individuals to meet expectations and perform to standard. Employees may not feel empowered to use their knowledge to suggest alternative goals or strategies because a goal-focused approach can stifle creativity and diversity of thought.

Situational: Situational leaders adapt their management techniques to the demands of the team or situation. Situational leaders are excellent communicators and rely on team feedback to make decisions. They are proactive and understand that change is the only constant. They can quickly assess and update processes to ensure success and analyze market changes. Leaders need a high level of expertise in all business processes and functions to make decisions and they must be able to pivot quickly. This can build strong relationships and help workers see and feel their value to the business. It's critical to keep in mind long-term objectives while attending to immediate needs; not all leaders are proficient in doing this. Teams may experience confusion and stress if a leader's style changes frequently.

III. METHOD AND PROCEDURES

3.1 Conceptual Framework

Leadership is a communication process that takes place within a company. The effectiveness of an organization is determined by the leadership style of its members. The input-process-

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output (IPO) was used in this study, as shown in Figure 1. The input consisted of related studies and literature that the researcher used as a guide in the research including the respondent's profile. The process showed how the researcher gathered and analyzed the data. The output demonstrated the results of the data analysis and illustrates how leadership style affected employee and organizational performance. It can be used to improve the relationship of staff of Rice Engineering and Mechanization Division (REMD) of Philippine Rice Research Institute.
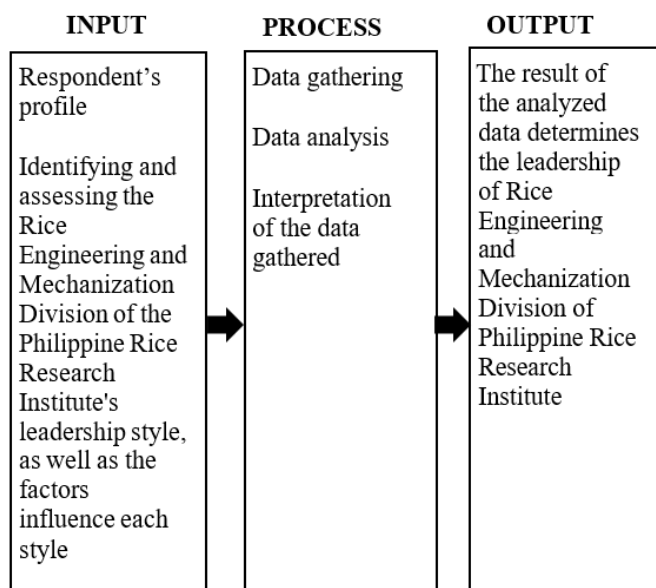

Fig.1. Conceptual Framework

3.2 Statement of the Problem

The goal of this research is to assess the leadership style adopted by the employees of PhilRice-REMD. The specific goals of the study are to address the following questions:

- What are the leadership styles adopted by the employees?
- What are the factors influencing the leadership styles of employees?

3.3 Research Design

This study adopted the quantitative approach to assess the impact of leadership styles in REMD of PhilRice. The researchers demonstrated logical thinking by defining the study's purpose and evaluating the data collected via online survey questionnaires. Due to the pandemic, the questionnaire was sent to the respondents electronically. The respondents required an email address account in order to participate in the research questionnaire and gain access to the form. This was used by the researchers to ensure confidentiality and integrity of the questionnaire collection process. In addition, it was already stated to the respondents that their responses would remain confidential and solely for research purposes only. Afterwards, conclusions were made by the researchers to complete the study.

3.4 Locale of the Study

The study was conducted at the PhilRice-REMD, Maligaya, Science City of Muñoz, Nueva Ecija.

3.5 Sampling Technique

In this study, purposive or judgmental sampling was used to select samples from various population strata. Purposive sampling is a type of non-probability sampling in which researchers choose people from the general public to participate in surveys based on their own judgment. This survey sampling technique requires researchers to be familiar with the goal of their studies in order to select and approach qualified respondents for questionnaire interviews.

3.6 Respondents of the Study

The respondents of the study were 22 researchers with various positions and managing several teams and or with additional designation assigned to a specific unit of the division.

3.7 Research Instruments

This study used the most accessible and available online platform, the Google form, to create the questionnaire in order to facilitate survey dissemination while offering secure and reliable automated data collection. Each respondent's personal email address and Facebook Messenger were used to send the link to the survey. As a means of verification, each was required to log in using their e-mail address.

3.8 Data Gathering Procedure

The link to the created questionnaire was shared to the respondents via Facebook Messenger and e-mail. The survey questionnaire evaluated the leadership style of the researchers

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of PhilRice-REMD on a self-assessment basis. The respondents were informed of the study's purpose and assured that their responses would be kept confidential and used only for the intended purpose. Following the completion of the interview questionnaire, the researchers generated the results from Google form, which were then summarized, analyzed, and evaluated.

3.9 Data Analysis Technique

The data obtained from the respondents was examined by the researchers to gain useful and relevant information. To make the results easier to process and analyze, the generated data from Google form was exported to a Microsoft Excel file. The researchers used descriptive analysis to calculate the results.

IV. RESULTS AND DISCUSSION

4.1 Demographic Profile

4.1.1 Distribution of Respondents by Age

Table 4.1 showed that the majority of respondents in the study were aged 31-45 (36%), followed by those below 30 years (27%), then those aged 46-59 (23%), and the least represented age range was above 60 (14%).

Table 4.1. Age distribution of the respondents

Item Description	Category	Frequency	%
Age	<30	6	27%
	31-45	8	36%
	46-59	5	23%
	>60	3	14%
	Total	22	100%

4.1.2 Distribution of Respondents by Sex

Table 4.2 showed that the majority of respondents in the study were male (68%), while female made up the remaining 32%.

Table 4.2. Sex distribution of the respondents

Item Description	Category	Frequency	%
Sex	Male	15	68%
	Female	7	32%
	Total	22	100%

4.1.3 Distribution of Respondents by Employment Status

Table 4.3 showed the distribution of respondents by employment status. Majority of the respondents were contract of service 12 (55%) compare to permanent with 10 (45%).

Table 4.3. Employment status distribution of the respondents

Item Description	Category	Frequency	%
Employment Status	Permanent	10	45%
	Contract of Service	12	55%
	Total	22	100%

4.1.4 Distribution of Respondents by Education Level

Table 4.4 presented the results of the sample distribution by education level. Results showed that the majority of respondents 14 (64%) were bachelor degree holders while PhD at 7 (32%), the master degree holder were the least represented with only 1 (4%) representation.

Table 4.4. Education level distribution of the respondents

Item Description	Category	Frequency	%
Education Level	Bachelor	14	64%
	Master	1	4%
	PhD	7	32%
	Total	22	100%

4.1.5 Distribution of Respondents by Years of Employment

Table 4.5 showed that the majority of respondents in the study had been employed by the organization for 1-5 years (41%), followed by those with over 16 years of employment (32%). A smaller percentage of respondents had 6-10 years of employment (18%), and the smallest group had 11-15 years of employment (9%).

Table 4.5. Years of employment distribution of the respondents

Item Description	Category	Frequency	%	
Years of Employment	1-5 years	9	41%	
	6-10 years	4	18%	
	11-15 years	2	9%	
	Above 16 years	7	32%	
	Total	22	100%	

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Table 4.6 showed that the majority of the respondents in the study were in intermediate positions (41%), followed by those in top positions (27%). A smaller percentage of respondents were in mid-level positions (14%), and the smallest group were in entry-level and first-level positions (9%).

Table 4.6. Position distribution of the respondents

Item Description	Category	Frequency	%
Position	Entry-level	2	9%
	Intermediate level	9	41%
	First level	2	9%
	Mid-level	3	14%
	Top level	6	27%
	Total	22	100%

4.2 Findings

4.2.1 Analysis of Leadership Style

This subsection presents the results of the analysis of leadership styles. The questionnaire used consisted of 16 questions designed to help the respondents think about their preferences. Four (4) examples of leadership styles were assessed: authoritative, democratic, facilitative, and situational leadership styles. The scale used in the statements was 3-Exactly like me, 2-Much like me, 1-A bit like me, and 0-Not me at all. After ticking the box in each statement, totals were added up for the following combinations of questions:

Questions	Total Score	Leadership Preference Style
4, 6, 12, 14	171	Authoritative
1, 8, 11, 13	190	Democratic
2, 7, 9, 16	202	Facilitative
3, 5, 10, 15	176	Situational

4.2.2 Authoritative

The authoritative leadership style is characterized by a leader who takes personal responsibility for decisions and expects the team to follow their lead. This style is often used by leaders are action-oriented and have clear vision on the objective. They may consult with team members before making decisions, but ultimately, they make the decisions and communicate them to the team afterwards. This style is often attractive to individuals who like a clear direction, and comfortable with a hierarchical approach in which the leader has a clear role as the decision maker.

4.2.3 Democratic

Democratic leadership is characterized by a leader who is committed to involving all group members in decision-making processes. They believe that groups can only be effective if all members have an opportunity to participate fully. The role of the leader is primarily creating a structure and establishing ground rules for the group, protecting them, and enabling participative activity. This style is often attractive to people who value collaboration, fairness, equality, and the belief that the opinion of group members should be considered prior to making the final decision.

4.2.4 Facilitative

The facilitative leadership style is characterized by a leader who offers suggestions but does not impose on the group. They leave the structure, content, and operation of the group to be determined by the group members. Facilitative leaders may have their own opinions, but they are not inclined to force them on the group. They believe that group activity should be a learning process and making mistakes can be excused as long as people learn from it. The process or journey is considered more important than the destination. This style is often attractive to people who value empowerment, autonomy and self-directed learning, and who believe that by providing guidance and support, people can develop their own solutions.

4.2.5 Situational

Situational leadership is a flexible approach in which the leader adjusts their style to meet the needs and abilities of the team as well as the demands of the task at hand. This approach includes assessing the situation and selecting the most appropriate leadership style for that situation. This style is frequently used by leaders who are skilled at assessing the needs of their team and the task at hand and adapting their approach accordingly. They can recognize the most effective leadership style for a given situation and adjust their approach accordingly. This style is often appealing to leaders who are adaptable, perceptive, and capable of adjusting their leadership style as needed.

Overall, the majority of the leaders of REMD are adopting facilitative leadership (27%), democratic leadership (26%), situational leadership (24%), and authoritative (23%) leadership style (Figure 2). This implies that the majority of the staff of REMD work in an environment that is empowering,

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enabling, and encouraging which enables them to take ownership of their work and achieve their goals. The leaders act as coaches and mentors, providing support and guidance whenever necessary. This also means that the leaders facilitate group discussions and decision-making processes to ensure that members contribute their ideas and perspectives.

According to the findings, employees of REMD are also democratic leaders which means they actively involve team members in the decision-making. These leaders ensure that the participation of the members are significant on the discussion which encourages the members to input and participate in the discussion.

4.3 Factors affecting the leadership style

The difference in leadership styles vis-à-vis the age and experience of REMD was analyzed to see whether the leadership style adopted varied significantly with respect to their ages and experiences. Table 4.7 showed that facilitative leadership was the dominant style adopted by REMD staff in all age bracket specifically those belonging to below 30, 31-45, 46-59, and above 60 years old.

Fig.2. Leadership style

Table 4.7. Leadership style influenced by age

Age	Leadership Styles			
	Authoritative	Democratic	Facilitative	Situational
<30	24%	26%	27%	24%
31-45	22%	26%	28%	23%
46-59	24%	25%	26%	24%
>60	22%	25%	28%	24%

According to Table 4.8, the REMD employee adopted facilitative leadership to manage their team. According to the data, those with the most years of experience (more than 16

years) preferred facilitative leadership at 26%, slightly higher than democratic leadership at 25%. Rather than taking a more directive approach, this style of leadership empowers team members and allows them to take on responsibility. It can help team members feel more engaged and invested in their work, and it can also foster a collaborative and innovative culture within the team. Furthermore, the younger generation, from those with 0-5 years to those with 11-15 years of experience, mirrored the senior leaders' leadership style.

Table 4.8. Leadership style influenced by years of experience

Years of Experience	(n)	Leadership Styles			
		Authoritative	Democratic	Facilitative	Situational
0-5 years	9	23%	26%	27%	24%
6-10 years	4	21%	26%	28%	24%
11-15 years	2	23%	25%	30%	22%
Above 16 years	7	24%	25%	26%	24%

Table 4.9 evaluated the influence of position on leadership styles in an organization. It showed that the position held by a person can have a significant impact on their leadership style. The results indicated that the respondents in all position levels (entry, intermediate, first, mid, and senior level) commonly adopted the facilitative style of leadership with percentages ranging from 27-29%. However, in the entry level position, there was a triple tie at 27% among respondents who adopted the authoritative, democratic, and facilitative styles of leadership, with only 19% adopting the situational leadership style. This suggests that the leadership style of the respondents in the senior level positions who also mentor those on the entry to mid-level positions were mirrored by the latter, resulting in a unison in the leadership styles adopted by respondents from the entry to senior positions which were very similar.

Table 4.9. Leadership style influenced by position

Position	Leadership Styles			
	Authoritative	Democratic	Facilitative	Situational
Entry level	27%	27%	27%	19%
Intermediate level	21%	27%	29%	23%
First level	22%	26%	27%	25%
Mid-level	25%	25%	26%	24%
Senior level	24%	26%	27%	23%

V. CONCLUSION

This study assessed the leadership styles of the employees of REMD and discovered that there are multiple effective leadership styles and the best one for a leader will depend on various factors such as their personality, the goals of the organization or group they are leading, and the preferences and needs of their followers. The study also found that majority of the leaders of REMD adopted facilitative leadership style, followed by democratic leadership, situational leadership, and authoritative leadership style was the least adopted. This study also found that position held within the organization and years of experience influenced the leadership style of a staff. Overall, this study suggests that the most effective leadership style is one that is flexible and adaptable, allowing the leader to adjust their approach based on the needs and goals of their team and members.

Recommendation:

It was suggested to conduct another study to assess the effect on the performance and productivity of the employees.

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