

# Work-related Factors Influencing Organizational Leadership among Filipinos in the Service Sector through Multiple Regression Analysis

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## Abstract

The challenge of meeting administrative demands has always been the goal of leaders worldwide because workforce management is a critical factor in boosting the efficiency of business organizations. In the context of a diverse labor workforce, such as the labor composition present in the Philippines, wherein generational and cultural differences shape people, different leadership styles are considered to determine the optimal approach that can benefit the organization. This study aims to identify statistically significant factors affecting management leadership among Filipinos in the Philippines utilizing multiple regression analysis using the Minitab 19 Statistical software. The study gathered several participants that voluntarily participated in the self-administered questionnaire online. Furthermore, the researchers utilized convenience sampling to gather participants given the current situation due to the COVID-19 pandemic. Results shows factors such Served as an officer in the organization (p-value = 0.000), Motivation (p-value = 0.024), Organizational culture (p-value = 0.031), Attitude towards the behavior (p-value = 0.004), Social norms (p-value = 0.000), and Adapted behavior (p-value = 0.000) were determined to be significant variables affecting the management leadership among Filipinos in the Philippines. The researchers have provided a robust model and findings that can be utilized to establish optimum leadership management. Ultimately creating a study that can be used to a greater extent to utilize the methods of other countries.

## Keywords

Management, Leadership, Generational workforce management, Macroergonomics, and Human factors

## 1. Introduction

The organization and governance of human resources are considered a vital component in developing the development of any business institution around the globe; given the implications that there is a recurring dilemma in establishing an appropriate workforce to satisfy the needs of the business institution (Hota & Gosh 2013; Calabrese et al. 2013). IPS News (2020) determined that management leadership and workforce development are expected to increase by at least 8.49% per annum over years 2020-2026. This implies that the increasing insistence accompanying it on operational capabilities, workforce analytics, and lowered labor expenses are being heavily appraised in these modern times (IPS News 2020). Modern industries consider management leadership to have a successful and effective growth factor for a business as Safrankova et al. (2020) stated that industry leaders must consider vital components such as self-actualization, professional growth, a suitable work atmosphere, competitive pay, excellent employee perks, and professional management to achieve employee satisfaction.

The previously mentioned management leadership is necessary for the dawn of Industry 4.0, given the labor-focused and export-based growth nature of members of the Association of Southeast Asian Nations (ASEAN) countries, and is known as the place for companies with a worldwide influence. This is evident from the GDP performance of the ASEAN economy, consistently dominating with a GDP value of 5% compared to the average of the global economy

of 4%. Additionally, ASEAN-based industries are well-known for having a unique workplace culture regarding management leadership.

Continuing with the multigenerational aspect of the workforce, it is implied that an organization's human resources are composed of different generations of leaders. It is determined by a report from the Global Leadership Forecast (2018) that out of 2,488 organizations across the globe, there are 25,812 leaders, which are composed of three generations, including Baby Boomers with 18%, Generation X with 62%, and Generation Y with 20%. Multiple research studies support that there are numerous dissimilarities in terms of culture in the workplace, mindset, management practice, given the evident diversity with the modern composition of the workforce. Across the four generational cohorts, there are different motivations and intentions, interpersonal skills, preferences, communication styles, and leadership schemas (Dimock 2019; Kirchmayer & Fratricova 2018). Ultimately creating the conception that there are also distinct and contrasting leadership styles are applied in the workplace.

### **1.1 Objectives**

This study aims to identify the essential factors affecting the management leadership among Filipinos through multiple regression analysis. The study will emphasize classifying the predicting factors influencing management leadership in the Philippines through the data gathering procedure by online self-administered survey questionnaire. Moreover, the study will utilize the multiple regression analysis using Minitab 19 Statistical software.

## **2. Literature Review**

According to Black et al. (2016), organizations consider leadership a primary key element for success. Thus, prediction of factors that possibly influence an individual's leadership attributes have been a subject of various studies. Rosch et al. (2017) explored the possible significance of student organizations to leadership development. A student-led organization helps students learn from peers, assimilate new viewpoints, and assign new behaviors, according to their research. These implications lean towards the idea of how students establish their leadership identity within the organization, which also serves as their testing ground to develop their leadership capabilities. A study conducted by Barnes (2021) was also able to explore how positional student leaders were able to access and develop social capital. Based on the study of Subramony et al. (2018), leadership development programs are usually designed to increase leaders' social capital. Students who have had the opportunity to lead student organizations tend to develop their social capital early in their careers and experience using it to serve as a leader.

On the other hand, Ewing et al. (2009) suggested that being an officer for a school or college organization positively contributes to early leadership development. Results of the study indicate that 74% of the respondents believed that having an officer position enabled them to learn more about their strengths. In comparison, 64% of the respondents perceived being an officer for an organization as beneficial in developing leadership skills. A majority of 77% of respondents answered that serving in an organization helped them prepare for a future career. It is an efficient way to enhance leadership experientially in the early stages of a student in college, which significantly translates to leadership in an actual workplace. (Ewing et al. 2009).

The variables surrounding the study are Motivation, Work Values, Interpersonal Skills, Organizational Culture, Perceived Behavioral Control, Attitude Toward Behavior, Social Norms, Intention to Follow and Adapted Behavior. The following variables will be taken into consideration in determining the significant factors that influence management leadership among employees.

## **3. Methods**

The integrated theory and methodology could be used to assess the business industries in a holistic way. They will benefit researchers and business industries to develop effective management styles or methods that will improve leadership among Filipinos in the workplace (Figure 1).

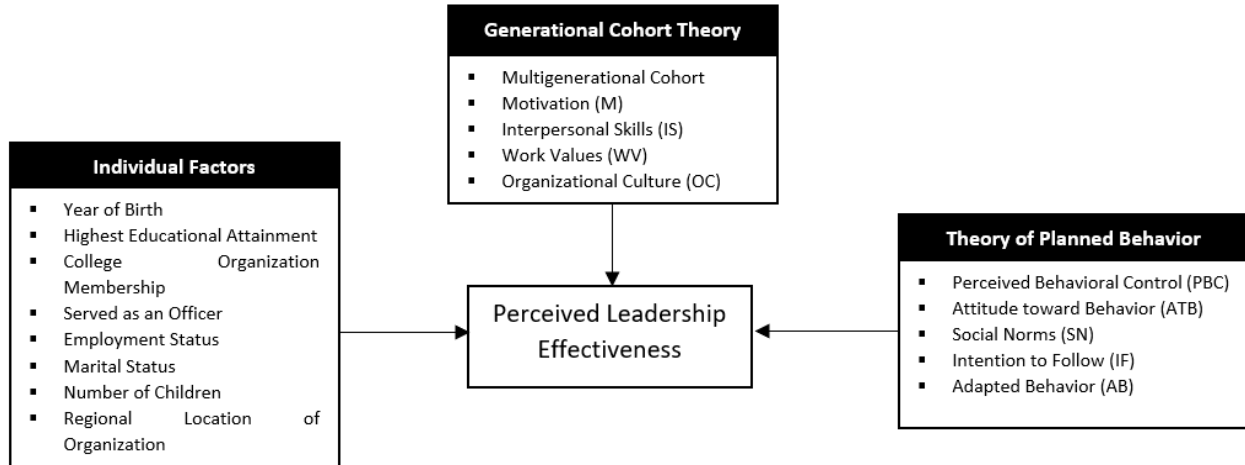


Figure 1: Conceptual Research Framework

The study gathered several participants that voluntarily participated in the self-administered questionnaire online. Moreover, given the current situation due to the COVID-19 pandemic, the researchers utilized convenience sampling to gather participants (Table 1).

Table 1: Demographic Profile of Respondents

Characteristics	Category	%
Year of Birth	1945 - 1964	4.30%
	1965 - 1980	31.20%
	1981 - 1999	53.60%
	2001 - present	10.90%
Educational Attainment	Elementary Graduate	0.20%
	Secondary Graduate	2.20%
	Diploma/Trade Certificate Graduate	2.90%
	Bachelor's Graduate	85.30%
	Master's Degree Holder	8.70%
	PhD/Doctorate Degree Holder	0.70%
College Organization Membership	Yes	73.40%
	No	26.60%
College Organization Officers/Leaders	Yes	61.00%
	No	39.00%
Employment Status	Employed Full Time	87.40%
	Employed Part - Time	2.20%
	Self - Employed	7.50%
	Unemployed	1.20%
	Retired	1.70%
Marital Status	Single	49.30%

	Married	47.60%
	Widowed	0.70%
	Living Together	1.90%
	Divorced	0.20%
	Others	0.30%
Number of Children	0	45.40%
	1	16.20%
	2	19.80%
	3	13.80%
	4	3.40%
	5	1.40%
Regional Location of Organization	NCR - National Capital Region	82.00%
	Cordillera Administrative Region (CAR)	1.70%
	Region I - Ilocos Region	0.20%
	Region III - Central Luzon	2.70%
	Region IVA - Calabarzon	8.30%
	Region IVB - Mimaropa	0.20%
	Region V - Bicol Region	0.20%
	Region VII - Central Visayas	0.20%
	Region VIII - Eastern Visayas	0.20%
	Region XII - Soccsksargen Region	2.20%
	Bangsamoro (BARMM)	1.90%

#### 4. Results and Discussion

The data gathered through the distribution of self-administered questionnaires were subjected to correlation analysis to identify and measure the factors reinforced in the study results. Moreover, the researchers utilized Multiple Regression analysis using the Minitab 19 Statistical software to determine the statistically significant variables influencing the Management Leadership among Filipinos.

##### 4.1 Multiple Regression

Figure 1 shows the variance inflation factor (VIF) results. Based on Kurata & Matias (2017), it is stated that variance inflation factors are significantly good predictors if multicollinearity exists, and the higher the value, it indicates the higher correlation (Akinwande et al. 2015). Furthermore, it is determined that all values of the inflation factor should not exceed a value of 5. Since the highest value of the value inflation factor is 3.38, less than 5, no multicollinearity has been presented in the study.

Additionally, based on the results indicated in Figure 1, factors such Served as an officer in the organization (p-value = 0.000), Motivation (p-value = 0.024), Organizational culture (p-value = 0.031), Attitude towards the behavior (p-value = 0.004), Social norms (p-value = 0.000), and Adapted behavior (p-value = 0.000) were identified to be statistically significant variables affecting the management leadership among Filipinos (Table 2).

Table 2. Minitab Results - Variance Inflation Factors

Term	Coef	SE Coef	95% CI	T-Value	P-Value	VIF
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Constant	-1.297	0.337	(-1.962, -0.632)	-3.85	0	
Served as an Officer in the Organization	0.1046	0.0461	(0.0137, 0.1956)	2.27	0.024	1.06
Motivation	0.2727	0.0763	(0.1222, 0.4231)	3.57	0	1.81
Organizational Culture	- 0.1388	0.064	(-0.2649, - 0.0127)	-2.17	0.031	1.7
Attitude Toward the Behavior	0.2373	0.0819	(0.0758, 0.3987)	2.9	0.004	1.53
Social Norms	0.464	0.104	(0.258, 0.669)	4.45	0	2.96
Adapted Behavior	4.4548	0.0974	(4.2627, 4.6468)	45.73	0	3.38

The results above show the significant variables of the study. The respondents who served as a leader in their past organizations possess notable characteristics that are essential for a leader to function effectively in the workplace (McDonald 2015). Such findings are supported by the study of (Ewing et al. 2009), wherein it is revealed that serving as an officer in the organization is an experiential medium of development to leaders; the results of their study implied that serving as an officer enabled many of their respondents to showcase their individual strengths and practice self-actualization. Most of the results toward the aspect of organizational service were positive in nature. Moreover, motivation is also said to be significant in the study—indicators including self-righteousness and satisfaction, job complacency, and job attraction could contribute to the management leadership of the leaders and employees (Mahmoud et al. 2020). Interestingly, attitude towards behavior also served as a significant determinant given that it contributes to the distinct probability of doing an action based on behavior leading to a specific outcome (Ajzen 2020). In connection, knowledge of an individual regarding the work environment and social responsibility also served as a significant factor given that adapted behavior is determined to be a vital component in management leadership. Considering that Organizational culture reflects on the patterns of values and beliefs that are exhibited by the members of the organization, it enables managers to improve their decision-making by reflecting their decisions to the behavior present in their specific organizations through determining their organizational culture (Kampf et al. 2017). Moreover, considering how people within an organization work in teams, social pressure is bound to exist which according to Conner (2020) is created because of how social norms, that arises within groups, significantly influence employees’ behaviors and could consequently affect how leaders would manage the adverse effects of conflicting behaviors of the employees

#### 4.2 Model Summary

Table 3 shows that the multiple regression model provided an R-sq value of 97.86%, wherein it determines the model fitness of the study. Moreover, the adjusted R-squared values decrease by 0.08%, stating that if any number of predictors are involved in the model, the data will improve accordingly (Necio et al. 2019).

Table 3. Minitab Results - Model Summary

S	R-sq	R-sq (adj)
0.384895	97.68%	97.60%

#### 4.3 Spearman Correlation

Spearman correlation was used to measure the extent of the relationship between two variables (Schober et al. 2018). Furthermore, Table 2 below exhibits the correlation coefficient between the given factors and the dependent variable, the Perceived Leadership Effectiveness.

Table 4: Minitab Results – Correlation

Factors	Correlation Coefficient	Relationship
Highest Educational Attainment	0.197	Very weak positive correlation
Employment Status	0.06	Very weak positive correlation
Number of Children	0.226	Weak positive correlation
Regional Location of Organization	0.06	Very weak positive correlation

Multigenerational Cohort	0.486	Moderate positive correlation
Motivation (M)	0.62	Strong positive correlation
Interpersonal Skills (IS)	0.621	Strong positive correlation
Work Values (WV)	0.632	Strong positive correlation
Organizational Culture (OC)	0.562	Moderate positive correlation
Perceived Behavioral Control (PBC)	0.478	Moderate positive correlation
Attitude toward Behavior (ATB)	0.512	Moderate positive correlation
Social Norms (SN)	0.814	Very strong positive correlation
Intention Follow (IF)	0.794	Strong positive correlation
Adapted Behavior (AB)	0.992	Very strong positive correlation

Based on the spearman correlation results, the researchers identified the correlation coefficient to indicate the connection between an independent and dependent variable. Factors such as Social norms and Adapted behavior showed a very strong positive correlation with perceived leadership effectiveness. Thus, Motivation, Interpersonal skills, Work values, and Intention to follow presented a strong positive correlation with the dependent variable. Moreover, factors such as Multigenerational cohort, Organizational culture, Perceived behavioral control, and Attitude toward behavior exhibited a moderate positive correlation with the dependent variable. Additionally, the Number of children presented a weak positive correlation to the dependent variable. Lastly, the Highest educational attainment, Employment status, and Regional location of organization exhibited a very weak positive correlation over Filipinos' perceived leadership effectiveness.

## 5. Conclusion

This research is studied to identify the statistically significant factors that influence management leadership among Filipinos in the Philippines. Several variables were examined in the study, including the individual factors and theories such as Generational Cohort Theory (GCT) and Theory of Planned Behavior (TPB). Moreover, the variables were evaluated using multiple regression analysis.

Results indicated that Served as an officer in the organization, Motivation, Organizational culture, Attitude towards the behavior, Social norms, and Adapted behavior were statistically significant in influencing management leadership among Filipinos in the Philippines with 97.68% model fitness. People's individual factors and behavior contribute to the perceived effectiveness of management leadership among Filipinos. Furthermore, limitations were identified; the study or model can be used to a greater extent to utilize the styles and methods of other countries.

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## Biography

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