



CEBU ASIANA LOGISTICS, INC. LEADERSHIP STYLES TOWARDS CREATING ORGANIZATIONAL CULTURE

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ABSTRACT

This study intent to investigate the leadership style of middle to top managers of Cebu Asiana Logistics Inc. and to create an organizational culture for the organization. The researcher made use of Burns's Transformational and Transactional theory of leadership, Edgar Schein's theory, and Denison's Model of Organizational Culture as its theoretical framework for this research work. This study ascertains the leadership styles of managers and supervisors in the organizational culture of Cebu Asiana Logistics Inc. A significant contribution to understanding this concept of leadership styles is the transformational leadership theory of McGregor Burns which has captured the interest of many researchers in the field of organizational leadership over the past three decades. This theory as cited by Purwanto, A. et al. (2020) in their study on the Effect of Transformational and Transactional Leadership Style on Public Health Centre Performance, was developed in the late 20th century by Burns (1978) in his investigation of political leaders. Most of the managers in Cebu Asiana Logistics Inc., are 41 to 45 years old. And the majority are males with bachelor's degree holders. They had been with the company for 1 to 5 years of service, and most of them attended seminars in the Maritime Industry Authority and Philippine Ports Authority; Supervisor respondents are mostly belonging to the age bracket of 46 to 50 years; are males and bachelor's degree holders. In terms of length of service, they have been working in the company for 1 to 5 years and have attended seminars from the Philippine Ports Authority. Personnel respondents are ages 26 to 30 years old; Majority of them are males, and are bachelor's degree holders; They are also working in the company for 1 to 5 years. Based on the significant findings and conclusions of this research, the following recommendations are offered. 1. Managers and supervisors should pursue graduate education and should be given incentives by the company. 2. Managers and supervisors as well as personnel should be given the chance to continuously evaluate the leadership styles and implementation of organizational culture competencies for results that could promote the quality, efficiency, flexibility, and productivity of the whole Cebu Asiana Logistics Inc. system.

KEYWORDS: Leadership styles, organizational culture, Transformational leadership, Transactional leadership

INTRODUCTION

Leadership goes beyond being chosen as “the manager or supervisor.” Leadership has something to do with whom the people are following. The role of a manager or supervisor is to make an impact on employees’ behavior. To become more effective, leader-managers/supervisors must learn how to influence others with the intent of effectively guiding, providing directions, leading the way, and motivating them. Managers and supervisors possess qualities that make others want to follow them. The established definition of leadership is the mechanism of impressing and affecting other people’s behavior toward realizing a preplanned goal. It is essential to note that leadership is a means, not an end.

The leadership style a manager or a supervisor chooses to carry out can have a profound effect on the success or failure of any business organization. Leadership isn’t just about making or impacting decisions. It is also about the kind of culture a manager or supervisor creates in the workplace, the structure of your organization, and how you handle problems and issues either way can stabilize or destabilize a company.



Leadership styles affect everyone from lead management to key personnel positions. They create the corporate culture that influences the organization and its performance. In this regard, understanding the dynamism of organizational culture and its correlation to employee performance is crucial to organizational strategic initiatives.

Organizational culture affects all aspects of employee performance, from punctuality, honesty, integrity, professionalism, dependability, reliability, and responsibility among others. When organizational culture aligns with employees, they feel more comfortable, supported, and valued at work. Organizations that support culture can also navigate or overcome difficult situations and changes in the business environment and come out stronger.

A considerable organizational culture is fundamental to developing the traits necessary for business success. Moreover, as per business study, companies with healthy cultures are 1.5 times more likely to experience revenue growth of 15 percent or more over three years and 2.5 times more likely to experience significant stock growth over the same period.

In the study conducted by Mohsen A. et al. (2020), they define organizational culture as the set of standards, beliefs, values, expectations, and principles according to which the employee should perform in a company. It is actually how things are practiced in a corporation and is an important factor for organizational success and growth. The purpose and objective of organizational culture are both employee satisfaction and organizational productivity. Organizational culture represents an independent variable, which is affecting many other variables either positively or negatively in a firm. Therefore, organizational culture influences some specific variables such as productivity, absenteeism, turnover, organizational social responsibility, and job satisfaction.

This study intent to investigate the leadership style of middle to top managers of Cebu Asiana Logistics Inc. and to create an organizational culture for the organization. The researcher made use of Burns's Transformational and Transactional theory of leadership, Edgar Schein's theory, and Denison's Model of Organizational Culture as its theoretical framework for this research work.

.This study ascertains the leadership styles of managers and supervisors in the organizational culture of Cebu Asiana Logistics Inc. Specifically, this study sought answers to the following questions: 1. What is the profile of the managers and supervisors in terms of age; gender; educational attainment; length of service; and seminars attended related to effective leadership and professional development? 2. As assessed by the managers, supervisors, and personnel respondents, to what extent do the managers and supervisors employ the following leadership styles: transformational and transactional? 3. As assessed by the managers supervisors and personnel themselves, how effective is the evidence of Denison's Model of organizational culture in Cebu Asiana Logistics Inc. in terms of adaptability; mission; involvement; and consistency? 4. Based on the findings, what organizational culture can be improved in Cebu Asiana Logistics Inc.? This research work utilized the descriptive-correlation research method as its research design. A total of 100 respondents took part as respondents in this research. Twenty (20) managers, twenty (20) supervisors, and sixty (60) personnel of Cebu Asiana Logistics Inc. were considered for this study. Results showed that 1. Most of the managers in Cebu Asiana Logistics Inc. are 41 to 45 years old. And the majority are males with bachelor's degree holders.

They had been with the company for 1 to 5 years of service, and most of them attended seminars in the Maritime Industry Authority and Philippine Ports Authority; Supervisor respondents mostly belonged to the age bracket of 46 to 50 years; they were males and had bachelor's degree holders. In terms of length of service, they have been working in the company for 1 to 5 years and have attended seminars from the Philippine Ports Authority. Personnel respondents are ages 26 to 30 years old; Majority of them are males, and are bachelor's degree holders; They are also working in the company for 1 to 5 years. 2. Managers, supervisors, and personnel employ a variety of assessments on the leadership styles of managers and supervisors in terms of transformational and transactional. Overall, the transformational and transactional leadership styles of the managers and supervisors are effective "to a great extent". 3. Managers, and supervisors on the extent of Denison's Model on organizational culture are highly effective as to adaptability, mission, involvement, and consistency. 4. On the impact of leadership styles on the organizational culture of Cebu Asiana Logistics Inc., Transformational and transactional leadership styles of managers and supervisors are to a great extent. An organizational culture based on Denison's model is highly effective.



METHODOLOGY

Research Design

The descriptive-correlation research method was used in this study. This was selected as the research method as it could best present and analyze information on the concerns of the study in a convenient, usable, and understandable form. (Pang, et.al. 2016)

The descriptive survey was used in the managers, personnel, and supervisors as to the employment of their leadership styles, their perceptions on the organizational model of Schein, and the effectiveness of the Model of Organizational Culture of Denison. On the other hand, the correlation method will be used in determining the significance of the relationship between the leadership styles of managers and supervisors and the organizational culture of Cebu Asiana Logistics Inc. Likewise, finding the significant difference in the assessments of the three groups of respondents to the Denison's Model of Organization Culture of Cebu Asiana Logistics Inc.

For this purpose, the researcher used a researcher-constructed questionnaire and documentary analysis to gather the needed data.

Respondents and Sampling

This research utilized four (4) sets of instruments: I. Personal Data Sheets of the respondents, II. Assessment to which the managers and supervisors employ their leadership styles, III. Perceptions of the respondents on the organizational model of Denison in terms of adaptability, mission, involvement; and consistency.

The Personal Data Sheet was used in gathering the demographic profile of the managers, supervisor, and personnel relating to the following variables: age, gender, educational attainment, length of service; and number of seminars attended concerning leadership and professional development.

An Assessment by the respondents on the effectiveness of Denison's Model of Organizational Culture in terms of adaptability, mission, involvement, and consistency.

Research Instruments

The initial draft of the questionnaire was presented to the researcher's adviser for comments and suggestions. The revised draft of the questionnaire was submitted to the graduate professors and heads of Cebu Asiana Logistics Inc. for face validation. A copy of the draft was also submitted to the research committee of the PCU Graduate School for further comments and suggestions. All suggestions of the validators were then incorporated into the final copy of the questionnaire. Then the revised questionnaires were distributed to the target respondents of the study.

Data Analysis

Before gathering of data, the researcher sent a request to the President/head of Cebu Asiana Logistics Inc. to conduct his study.

After approval of the request, the researcher set an appointment with the target respondents for the administration of the questionnaires.

After the retrieval of the accomplished questionnaires and the conduct of unstructured interviews, the researcher proceeded with tallying and summarizing the data. The gathered data is subjected to appropriate statistical analysis and interpretation of data was made following the statement of the problems posed in Chapter I. Then, conclusions and recommendations are derived from the organized findings.

Statistical Treatment of Data

The following statistical tools were used to analyze the gathered data: frequency count and percentage, weighted mean, and t-test for independent samples.



Frequency Count and Percentage

This was used to present the profile of the respondents in terms of age, gender, educational attainment, years, and number of seminars attended related to leadership or management. The percentage will be computed following the formula.

T-test for independent sample. This was used to determine the significance of differences in the assessments of the managers, supervisors, and personnel concerning the leadership styles of their managers and supervisors, and Denison's Model of Organizational Culture of Cebu Asiana Logistics Inc.

RESULTS AND DISCUSSION

This chapter highlights the presentation, analysis, and interpretation of the research data that were gathered to provide systematic, valid, and reliable answers to the problems identified for this study. It is divided into the following areas of concern in this inquiry:

1. Profile of the manager, supervisor, and staff personnel respondents in terms of selected variables.
2. Assessment by the managers, supervisors, and personnel respondents, the extent of managers and supervisors employing the leadership styles in terms of selected variables.
3. Assessment by the managers supervisors and personnel themselves, to how effective the evidence of Denison's Model of organizational culture in Cebu Asiana Logistics Inc. is in terms of the selected variables.
4. Organizational culture that can be improved in Cebu Asiana Logistics Inc.

CONCLUSIONS

On account of the foregoing significant findings, the following conclusions were derived.

1. Most of the managers in Cebu Asiana Logistics Inc., are 41 to 45 years old. And the majority are males with bachelor's degree holders. They had been with the company for 1 to 5 years of service, and most of them attended seminars in the Maritime Industry Authority and Philippine Ports Authority;
2. Supervisor respondents are mostly belonging to the age bracket of 46 to 50 years; are males and bachelor's degree holders. In terms of length of service, they have been working in the company for 1 to 5 years and have attended seminars from the Philippine Ports Authority.
3. Personnel respondents are ages 26 to 30 years old; Majority of them are males, and are bachelor's degree holders; They are also working in the company for 1 to 5 years.
4. Managers, supervisors, and personnel employ a variety of assessments on the leadership styles of managers and supervisors in terms of transformational and transactional. Overall, the transformational and transactional leadership styles of the managers and supervisors are effective "to a great extent".
5. Managers, and supervisors on the extent of Denison's Model on organizational culture are highly effective as to adaptability, mission, involvement, and consistency.
6. On the impact of leadership styles on the organizational culture of Cebu Asiana Logistics Inc., Transformational and transactional leadership styles of managers and supervisors are to a great extent. An organizational culture based on Denison's model is highly effective.

RECOM MENDATIONS

Based on the significant findings and conclusions of this research, the following recommendations are offered.

1. Managers and supervisors should pursue graduate education and should be given incentives by the company.
2. Managers and supervisors as well as personnel should be given the chance to continuously evaluate the leadership styles and implementation of organizational culture competencies for results that could promote the quality, efficiency, flexibility, and productivity of the whole Cebu Asiana Logistics Inc. system.
3. Continuous, planning on organizational review and renewal of management commitment should be done to improve the company's organizational system. An important part of a company's success is to build and maintain a positive company culture.
4. The organization's top management must make efforts to identify some critical factors impacting the members' success and the possible actions like training, motivation, and performance assessment to be implemented to resolve them.
5. Management may exert effort in informing and updating their employees in regards to their organizational plan which will reduce the confusion towards them.



6. Further research may be undertaken to find out elaborately the impact of these leadership styles on organizational culture.

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