

DE LA SALLE UNIVERSITY

THE RELATIONSHIP BETWEEN LEADERSHIP STYLE AND POWER
AS PERCEIVED BY OVERSEAS RECRUITMENT AGENCY
EMPLOYEES

A THESIS

PRESENTED TO

THE FACULTY OF THE BEHAVIORAL SCIENCES DEPARTMENT
COLLEGE OF LIBERAL ARTS
DE LA SALLE UNIVERSITY

In Fulfillment

of the Requirements for the Degree
of Bachelor of Arts in Psychology

by

Benedicto S.C. de Liaro

April 1990



DE LA SALLE UNIVERSITY

ABSTRACT

The study aimed to determine the perceptions of overseas recruitment agency employees on the leadership style manifested by their superiors based on organizational factors, validate whether coercive power or legitimate power were used by managers of overseas recruitment agencies, and find out if there was a relationship between leadership style and power used by managers as perceived by the employees. A hypothesis was formulated in determining the relationship between the two variables: There is a significant relationship between leadership style and power.

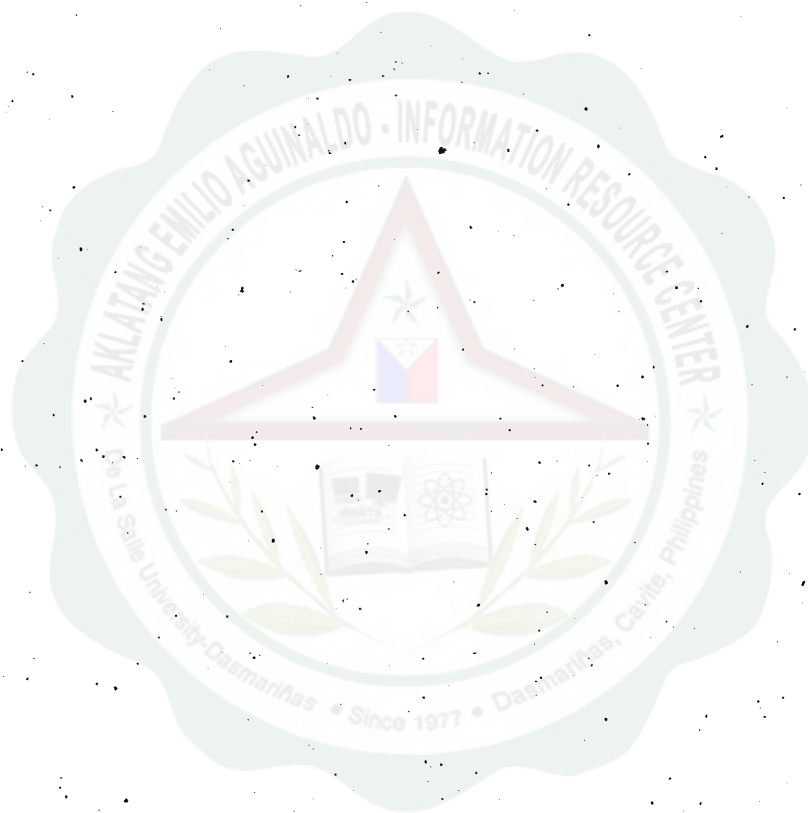
The researcher used the descriptive research design. There were seventy-six respondents that participated in the study, all of which were employed in the sixteen overseas recruitment agencies where the study was conducted. The researcher used two instruments for the study, an interview guide that determined the perceptions of overseas recruitment agency employees on the leadership style manifested by superiors and a questionnaire to know if there was a relationship between leadership style and power. The researcher just went to two agencies and interviewed six employees, three for each, to know their perceptions about the leadership style of their superiors and for the second part, the researcher went to fourteen agencies and asked six-eight employees in each agency to answer the questionnaire.

The researcher found out that the perceptions of the employees on the leadership style of their superiors depended on four things: position in the agency, communication channel used by managers, the manner on how the managers relayed the goal of the agency and how final decisions were made. On the part of coercive power and legitimate power, the researcher found out that managers of



DE LA SALLE UNIVERSITY

overseas recruitment agencies used the two types of power. And lastly, that there was no relationship between leadership style and types of power.



DE LA SALLE UNIVERSITY

TABLE OF CONTENTS

	page
Acknowledgement.....	1
Abstract.....	11
Chapter	
1. Introduction	
1.1 Small-scale Industries.....	4
1.2 Perception.....	7
1.3 Theoretical Framework.....	8
1.4 Statement of the Problem.....	14
1.5 Hypotheses.....	15
1.6 Definition of Terms.....	16
1.7 Scope and Limitations.....	20
1.8 Significance of the Study	22
2. Review of Related Literature	
2.1 Organizational Factors.....	25
2.2 Leadership Style.....	30
2.3 Power.....	38
2.4 Synthesis.....	41
3. Methodology	
3.1 Research Design.....	46
3.2 Subjects and Sampling Design.....	46
3.3 Instrumentation.....	47
3.4 Procedure of Data Collection.....	51
3.5 Plan for Data Analysis.....	55



DE LA SALLE UNIVERSITY

	page
Chapter	
4. Results and Discussions	
4.1 Perceptions of overseas recruitment agency employees on the leadership style manifested by superiors based on organizational factors.....	57
4.2 Managers of overseas recruitment agency used coercive and legitimate power as perceived by employees.....	70
4.3 Relationship between leadership style and power.....	72
5. Summary/Conclusion and Recommendation.....	79
Bibliography.....	86
Appendices.....	88



DE LA SALLE UNIVERSITY

LIST OF APPENDICES

	page
Appendix A Interview Guide (English).....	89
Appendix B Interview Guide (Tagalog).....	90
Appendix C Questionnaire.....	91
Appendix D Pre-test Questionnaires.....	94
Appendix E Letter (Interview).....	95
Appendix F Transcription.....	96
Appendix G Letter (Questionnaire).....	124
Appendix H Statistical Analysis (S.T.A.R.)..	125
Appendix I Tally Sheet.....	126
Appendix J Scattergram.....	127

