



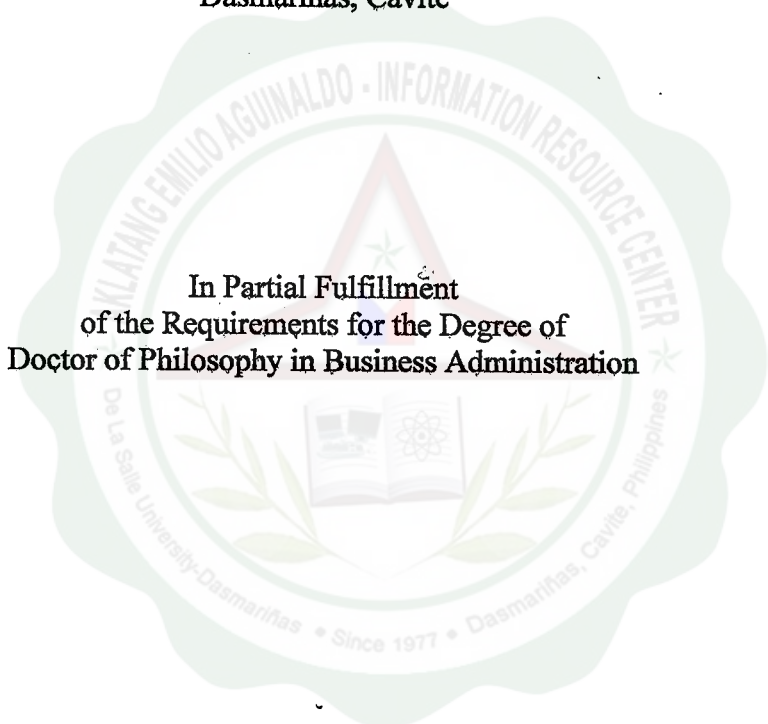
De La Salle University – Dasmariñas

GRADUATE PROGRAM

DICHOTOMY OF LEADERSHIP STYLES

A Dissertation
Presented to the Faculty of the
Graduate Studies in Business
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ABSTRACT

Mary Felidora Florinor D. Mendoza-Amparo, Dichotomy of Leadership Styles, Doctor of Philosophy in Business Administration, De La Salle University – Dasmariñas, April 2012.

This research attempted to augment the classical structural-contingency theory by assigning leadership styles to each of the organizational structure. The study tested leadership behaviors, organization size and organizational structure as predictors of return-on-asset growth during stable and disruptive business conditions.

The research used the descriptive quantitative design aided by the Influence Strategies Evaluation Self-Assessment Tool of HayGroup and the Organic versus Mechanistic instrument of Cruz and Camps (2002). Data generated from these questionnaires were statistically interpreted using confirmatory factor analysis, scatter plots with computed R^2 , two-sample t test and binary logistic regression.

The results showed that regardless of organizational structure, Filipino corporate leaders are both collaborative and aggressive, while Philippine business organizations are structurally mechanistic regardless of organization size. Binary logistic regression indicated that organization size, structural variables and leadership behaviours can predict return-on-asset growth on both business conditions. The clustering of these constructs is also affected by changes in business conditions.

This paper is completed with the participation of the corporate members of the Philippine Chamber of Commerce and Industries, Management Association of the Philippines and People Management Association of the Philippines. This research contributed to insights on Filipino leadership behaviour and structural design of Philippine business organizations.

For its practical implications, this study is an empirical evidence on the interplay of organization size, structure and leadership behaviours during stable and disruptive business conditions, showing how the constructs for each variable vary their significance when business organizations experience change in conditions.



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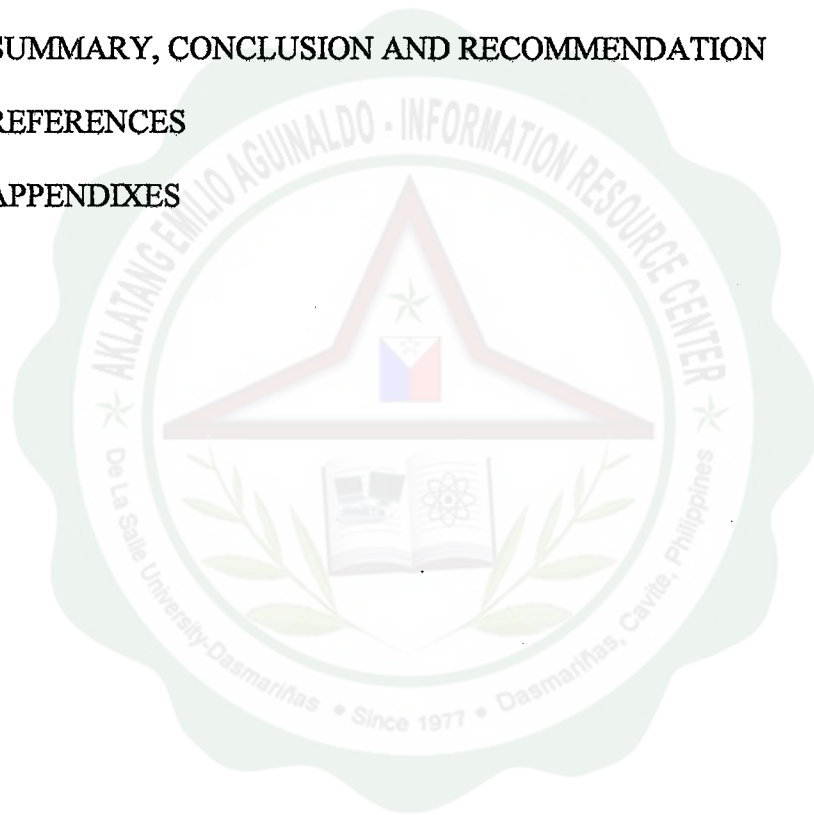
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