

**RELATIONSHIP BETWEEN LEADERSHIP STYLE  
AND PERFORMANCE OF SALES MANAGERS  
IN SHEEPGATE REALTY CORPORATION**

08 JUN 2001

A Thesis  
Presented To  
The Graduate School  
Polytechnic University of the Philippines  
Sta. Mesa, Manila

In Partial Fulfillment  
Of the Requirements for the Degree  
Master in Business Administration

By

Oscar P. Lacap Jr.  
March 2001

## **ABSTRACT**

By

OSCAR P. LACAP, JR.

**Title** : Relationship Between Leadership Style and Performance of Sales Managers in Sheeppgate Realty Corporation

**Degree** : Masters in Business Administration

**School** : Graduate School of Business  
Polytechnic University of the Philippines  
Sta. Mesa, Manila

**Adviser** : Dr. Rellita d. Paez

**Date Completed** : March 03, 2001

**No. of Pages** : 91

### **Introduction**

In keeping with the thrust of the university to promote meaningful researches, the researcher embarked in this study about the leadership style and performance of Sales Managers in Sheeppgate Realty Corporation, primarily to determine the general leadership climate permeating among various sales units in terms of the sales managers' leadership style and general level of performance.

## **Statement of the Problem**

This study sought to determine the relationship between leadership style and performance of Sales Managers of Sheepgate Realty Corporation. Specifically, this study attempted to answer the following questions:

1. What are the leadership styles of the Sales Manager of Sheepgate Realty Corporation as rated by Sales Supervisors and their Sales Agents?
2. What is the performance of the Sales Manager as rated by Sales Supervisors and by their Sales Agents?
3. Is there a difference in the leadership styles of the Sales Manager as perceived by the Sales Supervisors and the Sales Agents?
4. Is there a difference in the leadership performance of the Sales Manager as perceived by the Sales Supervisors and the Sales Agents?
5. Is there a relationship between leadership style and leadership performance of each Sales Manager in terms of evaluation by Sales Supervisors and Sales Agents.

## **Findings**

1. The average in general, as rated by the Sales Supervisors and Sales Agents is 3.46 indicating that the Sales Managers were democratic in terms of their leadership style.
2. The performance in general is above average with a mean of 4.08.

3. It was found out that there is no difference in the leadership style as perceived by the Sales Supervisors and Sales Agents since the absolute t-stat (computed t-value) = 1.91363 is less than the t-critical two-tail (t-tabular value) = 1.98176.
  
4. It was found out that there is no difference in the performance as perceived by the Sales Supervisors and Sales Agents since the t-stat (computed t-value) = 0.16104081 is less than t-critical two-tail (t-tabular value) = 2.00664545 in planning and organization, communication skills since the t-stat (computed t-stat value) = 0.52670968 is less than t-critical two-tail (t-tabular value) = 2.00029717, in Interpersonal Behavior since the t-stat (computed t-value) = 0.8761190 is less than t-critical two-tail (t-tabular value) = 1.99834176, in Administrative Competence since the t-stat (computed t-value) = 0.90746017 is less than the t-critical two-tail (t-tabular value) = 2.01173862, in Decision Making since the t-stat (computed t-value) = 1.50507346 is less than the t-critical two-tail (t-tabular value) = 1.99394435.
  
5. There is a positive correlation between the leadership style and performance of the Sales Manager as rated by Sales Supervisor and Sales Agent with a correlation coefficient,  $r$ , of 0.39563.

Similarly, as rated by the Sales Agents, there is moderately high positive correlation between the leadership style and performance of the Sales Manager with a correlation coefficient,  $r$ , of 0.612355.

### **Conclusions**

1. The Sales Managers were practicing the democratic leadership style as evaluated by their Sales Supervisors and Sales Agents.
2. The Sales Managers have above average performance as again evaluated by their Sales Supervisors and Sales Agents.
3. There is no difference in the leadership style as perceived by the Sales Supervisors and Sales Agents.
4. There is no difference in the performance in terms of planning and organization, communication skills, Interpersonal Behavior, Administrative Competence, and Decision Making.
5. There is a moderate positive correlation between the leadership style and performance of the Sales Manager as rated by the Sales Supervisors and Sales Agents.