

## ABSTRACT

**Mary Felidora Florinor D. Mendoza-Amparo, Leadership Styles and Influence Strategies in Mechanistic and Organic Organizational Structures**, Doctor of Philosophy in Business Administration, De La Salle University – Dasmariñas, September 2010.

This research attempted to determine the pattern of leadership styles and influence strategies employed by the Filipino leaders with respect to organizational structure. The study tried to establish the dominant leadership styles and influence strategies unique to mechanistic and organic structures. The framework of the research used social conformity and role model theories and contingency theories as its foundation and theorized that business enterprise designs for its organization the leadership behaviour. The research proposes new dimensions of leadership behaviour called Dichotomy of Leadership Styles, a model that interchangeably uses collaborative and aggressive leadership styles.

The research employed quantitative design that made use of Field's, "What's My Leadership Style?" questionnaire, published by Organization Design and Development, Inc., and distributed by HRDQ, and Fink's Influence Strategies, published by McBer and Company, and distributed by HayGroup. Data generated from these questionnaires were subjected to statistical analyses that used the following tools: descriptive statistics, Kendall's coefficient of concordance, univariate statistics/factorial ANOVA, and factor analysis.

The findings illustrated that leadership behaviour is largely defined by the needs and objectives of the organization, thereby reinforcing the contingency theories where leadership behaviour is flexible and adaptable to the varying conditions in the environment. The result also suggested that a Filipino leader employs only two types of influence strategies, and that the variables indicated in the HayGroup instrument may be reduced into two new dimensions of leadership influence strategies.

This paper is completed with the participation of the corporate members of the Junior Achievement of the Philippines, Inc. This research contributed to an insight about the Filipino leadership behaviour.

For its practical implications, the current research provides the leadership behaviour component of the JAPI corporate members that can deepen their insights about the leaders they partner with.

Finally, there is a wealth of researches on leadership, and have made leadership styles and influence strategies universal. This study uncovered the influence strategies that are uniquely Filipino; the Dichotomy of Leadership Styles is a new perspective of looking at a Filipino leader.

