

Leadership Behavior of BATELEC I Department and Area Office Managers: Basis for Enhancement

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Abstract – *Leadership behavior is the behavior associated with the exercise of authority. The effectiveness of leadership behavior is gauged on the leader's ability to influence others in solving problems and achieving goals. In this study, the perception of rank-and-file employees on the leadership behavior of BATELEC I department and area office managers will be revealed in terms of human motivation, initiative, group process, problem solving, decision making and human relations.*

The findings of this study showed that BATELEC I managers demonstrate high leadership behavior in terms of human motivation. It was followed by leadership behavior in terms of group process; and then by decision making and human relations that got the same composite mean. Leadership behavior in terms of problem solving got the fourth rank while initiative got the least rank. It also revealed that the socio-demographic profile variables of the respondents do not affect their perception on the leadership behavior of BATELEC I managers. Further, it showed that majority of the respondents are in their 30s, male, Roman Catholic and have gained only a few number of years in the electric cooperative.

The researcher recommends that the management of BATELEC I should further enhance work relationship through promoting cooperation among employees. This shall be done through the revival of the employees' quarterly meeting with a different assigned host for every quarter to be headed by the department and area office managers. Work relationship shall be improved in this activity since its preparation and implementation shall involve all the employees assigned for every quarter.

Keywords – Leadership Behavior, BATELEC, Manager, human motivation, initiative, group process, problem solving, decision making

I. INTRODUCTION

Leadership behavior is defined by Kent (2007) as the behavior associated with the exercise of authority. The effectiveness of leadership behavior is gauged on the leader's ability to influence others in solving

problems and achieving goals. In this study, the perception of rank-and-file employees on the leadership behavior of BATELEC I department and area office managers will be revealed in terms of human motivation, initiative, group process, problem solving, decision making and human relations. These are the dimensions that shall help in determining the effectiveness of the leadership behavior possessed by these managers.

BATELEC I, the first electric cooperative (EC) established in the province of Batangas and one among 118 ECs supervised by the National Electrification Administration (NEA), is facing the changes and challenges brought about by the implementation of Republic Act 9136, otherwise known as the Electric Power Industry Reform Act (EPIRA) of 2001. The implementation of this Act, specifically Section 58, mandated the National Electrification Administration to prepare the ECs to operate and compete under the deregulated electricity market; strengthen its financial and technical capability; and, review and upgrade regulatory policies in order to enhance ECs' viability as electric utilities.

Along with the different challenges and changes in its external environment, the cooperative is also experiencing several changes internally. One of the internal changes it faces is the transition in its management and officers. Such transition is due to retirement of managers and the expiration of term of officers. Retirement of BATELEC I regular employees is mandatory upon reaching 60 years of age or 30 years in service whichever comes first, pursuant to Coop Policy 04-83, as amended or Separation and Retirement Plan. Likewise, the term of officers expires after three years, by virtue of Section 2, Article IV of the BATELEC I By-laws, as amended.

Thurkow, et al (2012) claimed that being able to effectively lead an organization through transformational change creates an organization that is prepared to do things differently to achieve the most optimal result during and after a transition. Such leadership allows organizations to avoid low levels of performance that may affect productivity or morale during times of change.

Considering the different challenges especially the leadership transition BATELEC I is facing at present, the researcher was motivated to determine the leadership behavior of the cooperative's department and area office managers. The result of this research may, in one way or another, assist the management to further enhance the leadership behaviors of its managers in order to achieve its vision of being a world-class electric service utility providing excellent services to all member-consumers.

II. OBJECTIVES OF THE STUDY

The study is aimed to determine the leadership behavior of BATELEC I department and area office managers. Specifically, the objectives of this study are: to describe the profile of the respondents in terms of age, sex, length of service and religion; to determine the perception of BATELEC I employees on the leadership behavior of department/area office managers in terms of the following: human motivation, initiative, group process, problem solving, decision making and human relations; to test the significant relationship between the demographic profile variables of respondents and their perception on the leadership behavior of department and area office managers; and to propose a program that will further enhance the leadership behavior of BATELEC I department/area office managers.

Ho: This study tested the hypothesis that there is no significant relationship between the socio-demographic profile variables of the respondents and their perception on the leadership behavior of department and area office managers.

III. REVIEW OF LITERATURE

Grojean, et al (2004) as cited by Holloway (2012) stressed that a leader's behavior is a powerful display of mannerisms that convey the expectations and values of the organization that sets the tone for the organizational climate. Research in leadership behavior falls into one of two categories: the first line of research examines how leaders spend their time throughout the day, their particular pattern of activities, and their job responsibilities. The second line of research focuses on identifying effective leadership behavior. Holloway (2012) also cited Farris (1988) who identified two specific kinds of leadership behaviors: task-oriented behaviors and relations-oriented behaviors.

Task-oriented leaders are primarily concerned with reaching goals while relations-oriented leaders are more concerned with developing close, interpersonal relationships (Holloway, 2012).

Leadership is defined as synonymous with leadership behavior (Blanchard as cited in Fopalan, 2000). The former is a pattern of behavior that is consistent as perceived by others. It is the consistent behavior patterns that leaders use when they are working with and through other people as perceived by those people. The followers can come to know the leader well enough that they can predict how the leader will behave in a particular situation (Laguador, 2009).

Managerial leadership still remains a process of directing and influencing task-related activities of group members. Gibsons (2000) defined leadership as an interaction between members of a group. It is worth noting that leadership and management are not the same concept. A person can serve as an effective manager, a good planner and a fair organized administrator – but may lack the motivational skills of a leader. Others can serve as effective leaders – skilled at inspiring enthusiasm and devotion but lack the managerial skills to channel the energy they arouse to others. Given the challenges of dynamic engagement in today's organizational world, many organizations are putting a premise on managers who also possess leadership skills and styles (Gomez, 2007).

This is affirmed by Lussier (2010) who said that management and leadership are related but different concepts. Leadership is one of the five management functions (planning, organizing, staffing, leading and controlling). Someone can be a manager without being a true leader. There are managers who are not leaders because they do not have the ability to influence others. There are also good leaders who are not managers. Leadership does not suggest that influencing employees is the task of the manager alone; employees do influence other employees. Anyone can be a leader regardless of your position because leadership is a shared activity.

Similarly, Benincasa (2012) asserted that management is doing things right; leadership is doing the right things. Manager and leader are two completely different roles, although we often use the terms interchangeably. Managers are facilitators of their team members' success. They ensure that their people have everything they need to be productive and successful; that they're well trained, happy and have minimal roadblocks in their path; that they're being groomed for the next level; that they are recognized for great performance and coached through their challenges. Conversely, a leader can be anyone on the team who has a particular talent, who is creatively thinking out of the box and has a great idea, who has experience in a certain aspect of the business or project that can prove

useful to the manager and the team. A leader leads based on strengths, not titles.

According to MTD Training (2010), another way of looking at the difference between managing and leading is as follows: when your management hat is on, you are focusing on how you are going to complete the tasks that are necessary to get a job done. You see the deadline looming, and you organize yourself to meet it. When you put your leader hat on, you are influencing the others on your team to do their part to meet – or exceed that deadline or any other performance expectations you might have.

Leadership is one of the most fascinating topics in management that has produced literally hundreds of definitions in literature. It is defined as a function of groups, not individuals. It refers to individuals being leaders but leadership occurs only in the processes of two or more people interacting. In the interaction process, one person is able to induce others to think and behave in certain desired ways. This brings up the second key point, which is influence (Salvador, 2008).

Colquitt, et. al (2009) asserted that leadership is the use of power and influence to direct the activities of the followers toward goal achievement. That direction can affect followers' interpretation of events, the organization of their work activities, their commitment to key goals, their relationship with other followers, or their access to cooperation and support from other work units. Leader effectiveness is the degree to which the leader's actions result in the achievement of the unit's goals, the continued commitment of the unit's employees, and the development of mutual trust, respect and obligation in leader-member dyads.

Leaders envision the future and inspire the members of the organization to chart the various courses of the organization. Zulueta (2001) explained that the skill in leadership includes four major dimensions: the ability to use power effectively and in a responsible manner; the ability to comprehend that human beings have different motivation forces at different times and in different situation; the ability to inspire and the ability to act in a manner that will develop a climate conducive to responding and arousing motivations (Laguador, 2009).

According to McShane and Von Glinow (2009), leadership was organized into five perspectives: competency, behavioral, contingency, transformational, and implicit. Based on the competency perspective, leadership requires specific personal characteristics such as emotional intelligence, integrity, drive, leadership motivation, self-confidence, intelligence and knowledge of the business. Competency perspective of leadership does not necessarily imply that great leaders

are born, not developed. On the contrary, competencies only indicate leadership potential, not leadership performance. People with these characteristics become effective leaders only after they have developed and mastered the necessary leadership behaviors. People with somewhat lower leadership competencies may become very effective leaders since they have leveraged their potential more fully.

Mc Shane and Von Glinow (2009) also said that under the behavioral perspective, two clusters of leadership behaviors were distilled from literally thousands of leadership behavior items. One cluster represented people-oriented behaviors. Recent evidence suggests that both styles are positively associated with leader effectiveness, but differences are often apparent only in very high or very low levels of each style.

If you take two cups of authoritative leadership, one cup of democratic, coaching, and affiliative leadership, and a dash of pacesetting and coercive leadership "to taste," and you lead based on need in a way that elevates and inspires your team, you've got an excellent recipe for long-term leadership success with every team in your life (Benincasa, 2012).

Lastly, there is the delegative style in which the leader gives an individual employee or a group of employees the responsibility for making the decision within some set of specified boundary conditions. The leader plays no role in the deliberations unless asked, though he or she may offer encouragement and provide necessary resources behind the scenes (Colquitt, et al, 2009). A leader encourages the heart. People can be tempted to give up. A leader encourages them to carry on and complete the project (Subhan, 2013).

Trautlein (2013) said contemporary leaders must have a high CQ--Change Intelligence. The reason, she says, is the constant state of change in today's business environment, which requires that organizations respond and quickly adapt to change. Most leaders combine elements of leadership styles. Even leaders who tap the strengths of the leadership styles identified above must be on guard for the pitfalls, or weaknesses, within those styles. In assessing and honing leadership skills, leaders do not need to change who they are fundamentally, but rather must embrace their strengths, shore up their blind spots, and adapt their styles to be more effective when leading across a variety of different people and situations. To hone leadership skills, leaders need to build their change intelligence. In doing so, leaders can better help their teams and organizations while simultaneously curbing stress and frustration for themselves. Further, by relying on change intelligence, leaders will more consistently role model the pivotal leadership qualities most admire (Trautlein, 2013).

Similarly, Thurkow, et al (2012) claimed that being able to effectively lead an organization through transformational change is a core competence because it creates a change-agile organization that is prepared to do things differently to achieve the most optimal result during and after a transition. Such leadership allows organizations to avoid performance dips that may occur in productivity or morale during times of change. Thatcher (2012) affirmed that leaders should behave with integrity.

Management authors Stuart Levine and Michael Crom wrote about building trust in the workplace. They identify six principles of trust for leadership effectiveness namely, deal openly with everyone; consider all points of view; keep promises; give responsibility; listen to understand and care about people (Manning & Curtis, 2009).

The study of Hardman (2011) found that there are minimal differences on teachers' perception on their principal's leadership style in improving and non-improving schools, while leadership style is a significant predictor of student achievement. Likewise, it was found that from among the socio-demographic profile of teachers, only years at current school has a significant relationship on the perception on their principal's transformational or passive avoidant leadership style. Further, it revealed that no demographic variables affect transaction leadership style.

Similarly, Yahchouchi (2009) found that there is a tendency for Christian employees to perceive their leaders as more transformational. The difference in perception is mainly because the Muslim society is divided into different communities; and there was very high political tension between these communities during the time the data was collected.

Meanwhile, the study of Laguador (2009) affirmed that barangay officials of Batangas City always institute a friendly approach. Based on his interview with one of the barangay captains, there is a need for a public servant to use a friendly approach to win the hearts of the people in the community. It was also noted in this study that barangay leaders in Batangas City carefully weighs the problem in the barangay.

IV. METHODS

Research Design

In this research, the researcher used the descriptive-correlation method in gathering the needed information to determine the perception of BATELEC I regular rank-and-file employees on the leadership behavior of department and area office managers. The approach is

descriptive because it describes the leadership behavior of cooperative's department and area office managers as perceived by the respondents. It is correlational since it evaluated the extent of the relationship between the socio-demographic profile of the respondents and their perception on the leadership behavior of the managers.

Participants

Selected regular rank-and-file employees of BATELEC I are the respondents of this study. Based on the records provided by the HRD Section under the Administrative Division of the Institutional Services Department (ISD) of the cooperative, there are 320 regular rank-and-file employees as of January 2014. Using 5 percent margin of error, the researcher obtained the sample population which is equivalent to 178 respondents.

This study does not include the officials, managerial level down to the supervisory level, non-regular and out-sourced personnel. Regular employees refer to those whose appointment status is permanent, whereas, rank-and-file employees refer to those whose positions are not supervisory in nature.

Instrument

The main instrument used in this study was adopted from Laguador (2009) who assessed the leadership behavior of barangay officials in Batangas City. Likewise, some questions are gathered from leadership questionnaires by Maxwell (1998 & 2007) and <http://davidmaister.com>. The questionnaire was revised and modified to make it suitable for BATELEC I department and area office managers. It was designed to describe the profile of the respondents in terms of age, sex, length of service and religion; and determine their perception on the leadership behavior of BATELEC I department and area office managers in terms of human motivation, initiative, group process, problem solving, decision-making and human relations.

Procedure

Before data gathering, the researcher initially distributed five questionnaires to test its validity. The test data were tabulated and sent to the Statistician's office for validation. After the validity test, the researcher sent a letter-request to the BATELEC I Project Supervisor thru the Officer-In-Charge, asking permission for the distribution of questionnaires. Upon receiving the approval of the letter-request, the questionnaires were immediately distributed to selected regular rank-and-file employees of respective department/area offices. It took one week for the

researcher to retrieve all the questionnaires and tabulate the data.

Data Analysis

Frequency was used for the distribution and percentage of the respondents' profile. These were used to describe the socio-demographic profile of the respondents in terms of age, sex, length of service and religion. Weighted mean and ranking. These were used to determine the perception of respondents on the leadership behavior of BATELEC I department and area office managers. Eta² was used to test the relationship between demographic profile and the perception of respondents on the leadership behavior.

V. RESULTS AND DISCUSSIONS

Table 1 illustrates the frequency and percentage distribution of the respondents as to their socio-demographic variables such as age, sex, length of service and religion.

Table 1. Frequency and Percentage Distribution of the Respondents in Terms of The Socio-Demographic Profile (N=178)

Profile Variables	f	(%)
Age		
20-29 years old	47	26.4
30-39 years old	73	41.0
40-49 years old	45	25.3
50-above	13	7.3
Sex/Gender		
Male	122	68.5
Female	56	31.5
Length of Service		
0 year to 10 years	87	48.9
11 years to 20 years	66	37.1
21 years to 30 years	25	14.0
Religion		
Roman Catholic	167	93.8
Protestant	2	1.1
Iglesia ni Cristo	5	2.8
Others	4	2.2

With regards to age, majority of the respondents belong to the bracket of 30-39, which has a total of 73 or 41.0 percent. 20-29 years old ranked second with 26.4 percent or 47 respondents. It was followed by 40-49 with 45 respondents or 25.3 percent. The least among the age group was 50 and above with 7.3 percent only. These findings showed that senior employees represent a very small portion of BATELEC I's population which can be explained by Coop Policy 04-83, as amended, entitled Separation and Retirement Plan. The policy mandates the compulsory retirement of

an employee upon reaching the age of 60 or 30 years in service, whichever comes first.

With reference to sex or gender, the males garnered a frequency of 122 or 68.5 percent as compared to only 31.5 percent or 56 female respondents. BATELEC I, an electric service utility is understandably a male-dominated industry due to the presence of linemen, meter reader/collector and driver positions which traditionally require male workforce.

In terms of length of service, 87 out of 178 respondents or 48.9 percent belong to the bracket of employees who worked in the cooperative from 0 to 10 years. It was followed by 11 to 20 years which had a total of 66 or 37.1 percent while employees who served the cooperative for 21 to 30 years ranked last with 25 respondents or 14.0 percent. This could be interpreted that employees who are in service for more than 21 years chose to avail of the early retirement package offered by the cooperative per Office Memorandum No. 147-12 dated October 31, 2012.

Lastly, as to religion, the table affirmed that a vast majority of the respondents are Roman Catholics with a total of 167 out of 178 or a percentage of 93.8. Iglesia ni Cristo ranked second with five respondents or 2.8 percent; followed by others with four or 2.2 percent and the least ranked was Protestant with two respondents or 1.1 percent. This reveals that Roman Catholics are dominant in the 12 municipalities within BATELEC I's covered area.

Table 2. Leadership Behavior of Managers in terms of Human Motivation (N = 178)

As a leader, my boss ...	WM	VI	Rank
1. provides constructive feedback that helps me improve my performance.	2.66	MA	3
2. actively encourages me to volunteer new ideas and make suggestions for improvement of the organization.	2.62	MA	4
3. encourages me to initiate tasks or projects which I think are important.	2.58	MA	5
4. institutes a friendly approach.	2.71	MA	1
5. inspires and kindles enthusiasm.	2.67	MA	2
Composite Mean	2.65	MA	

Legend: 4.50 – 5.00 = Strongly Agree (SA); 3.50 – 4.49 = Agree (A); 2.50 – 3.49 = Moderately Agree (MA); 1.50 – 2.49 = Disagree (D); 1.00 – 1.49 = Strongly Disagree (SD)

Table 2 represents the respondent's perception on the leadership behavior of BATELEC I Department and Area Office Managers in terms of human motivation

which has a composite mean of 2.65 corresponding to a verbal interpretation of “Moderately Agree”.

BATELEC I rank-and-file employees claimed that their managers institute a friendly approach (wm=2.71) and also inspires and kindles enthusiasm (wm=2.67). Department and area office managers of BATELEC I, mostly exude friendliness by being approachable. They let their subordinates ask questions openly on work-related matters. When there is a meeting, the mood is made lighter in order that subordinates can freely say what they want but still maintaining respect.

The item which has the lowest ranking is that cooperative’s managers encourage their subordinates to initiate tasks or projects which they think are important with a weighted mean of 2.58. This may imply that employees feel they don’t get the enough motivation from managers to speak out their ideas.

Further, the key role of all leaders is to maximize the potential of the people they lead. Leaders who take the time to seek out and listen to the contributions of others and constantly seek to learn from people who surrounds them will, by positive example, promote an environment that encourages everyone to seek out and share their ideas in order to build stronger relationships throughout the team and implement better and more inclusive decisions (Thatcher, 2012).

Table 3. Leadership Behavior of Managers in terms of Initiative (N=178)

As a leader, my boss ...	WM	VI	Rank
1. decides on what programs should be implemented.	2.60	MA	3
2. is a source of creative ideas that benefit the organization.	2.63	MA	2
3. exerts effort to accomplish more than his followers do in completing an undertaking.	2.65	MA	1
4. easily identifies needs.	2.55	MA	4
5. implements his ideas with the approval of the group.	2.54	MA	5
Composite Mean	2.59	MA	

Legend: 4.50 – 5.00 = Strongly Agree (SA); 3.50 – 4.49 = Agree (A); 2.50 – 3.49 = Moderately Agree (MA); 1.50 – 2.49 = Disagree (D); 1.00 – 1.49 = Strongly Disagree (SD)

Table 3 reveals the respondents’ perception on the leadership behavior of managers in terms of initiative with a composite mean of 2.59 or “Moderately Agree”.

The rank-and-file employees moderately agreed that managers of BATELEC I exerts effort to accomplish more than their followers do in completing an undertaking with a weighted mean of 2.65. Based on

the researcher’s perception, managers of the cooperative are generally very hard working and invest much time and effort in the accomplishment of tasks or assignments. Proof of this is that some managers come to office as early as possible to do assigned tasks and even take home some of their works in order to beat deadlines.

According to Trautlein (2013), this illustrates the behavior of an executor or a leader who is hands-dominant. They excel in the planning and execution of a project and in accomplishing tasks in a timely and efficient manner. This kind of leader can be depended upon to do what is asked.

Similarly, Subhan (2013) maintained that a leader goes first. A leader has operational plans and he must have a predetermined course to direct his projects. He provides feedback and takes corrective actions so that projects are kept in line with schedules.

The least rated item under leadership behavior in terms of initiative is that managers implement their ideas with the approval of the group with a weighted mean of 2.54. This connotes that employees feel the managers’ ideas often times prevail.

Table 4. Leadership Behavior of Managers in terms of Group Process (N = 178)

As a leader, my boss ...	WM	VI	Rank
1. conducts meetings in a manner that breeds involvement.	2.58	MA	4
2. makes me feel that I am a member of a well-functioning team.	2.65	MA	2
3. helps me understand how my tasks fit into the overall objectives for the firm.	2.61	MA	3
4. emphasizes cooperation rather than competitiveness among subordinates.	2.57	MA	5
5. gives the group a chance to participate.	2.75	MA	1
Composite Mean	2.63	MA	

Legend: 4.50 – 5.00 = Strongly Agree (SA); 3.50 – 4.49 = Agree (A); 2.50 – 3.49 = Moderately Agree (MA); 1.50 – 2.49 = Disagree (D); 1.00 – 1.49 = Strongly Disagree (SD)

Table 4 shows the perception of respondents on the leadership behavior of managers in terms of group process wherein the obtained composite mean is 2.63 which is equivalent to “Moderately Agree”.

As leaders, BATELEC I managers give the group a chance to participate (2.75) and make subordinates feel that they are a member of a well-functioning team (2.65). These findings are contrary to the result gathered under leadership behavior in terms of initiative, wherein

the least rated item is that managers implement their ideas with the approval of the group.

This implies that employees believed that they are given a chance to participate in resolving matters concerning the cooperative's operation but the manager's ideas are often times the ones being implemented.

Based on Benincasa (2012), when leaders build consensus through participation, they employ a democratic leadership style. This is best summed up in the phrase, "What do you think". In addition to this, MTD Training (2010) asserts that this is about making decisions as a group. The team has a shared responsibility for making decisions, changes and deadlines. A great deal of work is delegated by the leader, allowing others have a say in what part of the work they take on. Continual feedback is sought and looks for development opportunities for both himself and his team.

The least ranked item is that managers emphasize cooperation rather than competitiveness among subordinates with a weighted mean of 2.57. This is manifested by the presence of a number of BATELEC I employees who want to excel over the others in order to get a desired position.

Table 5. Leadership Behavior of Managers in terms of Problem Solving (N = 178)

As a leader, my boss ...	WM	VI	Rank
1. immediately addresses problems when it arises.	2.70	MA	2
2. can foresee a problem out of a certain decision.	2.54	MA	4
3. easily identifies the cause of a problem in a program being implemented.	2.48	D	5
4. evaluates the problem carefully.	2.72	MA	1
5. can gather alternative solutions to a problem.	2.61	MA	3
Composite Mean	2.61	MA	

Legend: 4.50 – 5.00 = Strongly Agree (SA); 3.50 – 4.49 = Agree (A); 2.50 – 3.49 = Moderately Agree (MA); 1.50 – 2.49 = Disagree (D); 1.00 – 1.49 = Strongly Disagree (SD)

Table 5 describes the respondents' perception on the leadership behavior of managers in terms of problem solving which arrived at a composite mean of 2.61 or a verbal interpretation of "Moderately Agree".

The data revealed that the item with the highest rank is that BATELEC I managers evaluate the problem carefully at a weighted mean of 2.72. This can be explained by the creation of several committees which carefully evaluates important matters concerning the operation of BATELEC I. Such committees include the

Bids and Awards Committee, Committee on the Review of Reorganizational Structure, Committee on the Review of Electric Service Contracts and others. These committees are usually composed of management staff and one representative from the employees association.

Laguador (2009) affirmed this in his study wherein it was noted that like BATELEC I managers, barangay leaders in Batangas City carefully weighs the problem in the barangay.

This is also supported by Thatcher (2012) who said that recognizing that problems are best solved by engaging others in the decision-making process is a very important attribute of great leaders. Further, he asserts that leaders should employ open-mindedness and objectivity when listening to the views of others. They should weigh up the alternatives and then decide on what they consider as the best course of action.

The item which obtained the lowest rank is that managers easily identify the cause of a problem in a program being implemented with a weighted mean of 2.48 and a verbal interpretation of "Disagree". This is evidenced by projects which proved to be unbeneficial to the cooperative but was implemented for a long time. An example of this is the "Pailaw sa Mahirap" program of BATELEC I which caused financial and system losses to the cooperative. Though there were problems met in its implementation, the project is still ongoing at present with a number of beneficiaries remaining unenergized.

According to Thatcher (2012), leaders should encourage people to keep others updated and provide early warnings of potential or actual problems. Issues and potential problems that are hidden for too long make it more difficult or worse, impossible to resolve.

Table 6. Leadership Behavior of Managers in terms of Decision Making (N = 178)

As a leader, my boss ...	WM	VI	Rank
1. is consultative in decision-making.	2.66	MA	2
2. decides wisely and firmly.	2.67	MA	1
3. is not influenced by any group in decision-making.	2.57	MA	5
4. decides based on the welfare of majority.	2.58	MA	4
5. is not afraid of pressures in decision-making.	2.60	MA	3
Composite Mean	2.62	MA	

Legend: 4.50 – 5.00 = Strongly Agree (SA); 3.50 – 4.49 = Agree (A); 2.50 – 3.49 = Moderately Agree (MA); 1.50 – 2.49 = Disagree (D); 1.00 – 1.49 = Strongly Disagree (SD)

Table 6 illustrates the respondents' perception on the leadership behavior of managers in terms of

decision making with a composite mean of 2.62 corresponding to “Moderately Agree”. From among the items, the highest rated was that BATELEC I managers decide wisely and firmly, with a weighted mean of 2.67. This is an implication that managers base their decisions on what they think is right and once they arrived at a decision, it is final and executory. This is particularly true when an erring employee is subjected to prevented suspension. Though sometimes such a decision is difficult for managers to make, it is done because it is what the code of ethics and discipline of BATELEC I dictates.

According to Thatcher (2012), like everyone else, leaders are guided by their personal values to help them to decide what they should and should not do. These values affect the decisions they make, their actions, what they say and the manner of saying it. Leaders should behave with integrity, standing up for what is right however uncomfortable that might be.

It is also vital that leaders set the right example by keeping a clear head, remaining focused on things that are important and clearly recognizing what can and should be done to move forward (Thatcher, 2012).

The item which got the lowest rank is that managers are not influenced by any group in decision-making with a weighted mean of 2.57. This may mean that employees feel the managers’ decisions are sometimes biased.

Table 7. Leadership Behavior of Managers in terms of Human Relations (N = 178)

As a leader, my boss ...	WM	VI	Rank
1. is accessible when I want to talk with him.	2.69	MA	2
2. is fair in dealing with subordinates.	2.53	MA	5
3. acts more like a coach than a boss.	2.56	MA	4
4. is effective in communicating with subordinates.	2.61	MA	3
5. looks for ways to make things better for the people he leads.	2.71	MA	1
Composite Mean	2.62	MA	

Legend: 4.50 – 5.00 = Strongly Agree (SA); 3.50 – 4.49 = Agree (A); 2.50 – 3.49 = Moderately Agree (MA); 1.50 – 2.49 = Disagree (D); 1.00 – 1.49 = Strongly Disagree (SD)

Table 7 represents the respondents’ perception on the leadership behavior of managers in terms of human

relations that garnered an overall assessment of “Moderately Agree” corresponding to a composite mean of 2.62.

The respondents’ assessment revealed that managers look for ways to make things better for the people he leads which got the highest rank, with a weighted mean of 2.71. This assessment showed that BATELEC I managers are people-oriented. It is proven in the provision of shuttle service and health maintenance insurance for the employees. Further, offices are installed with CCTV cameras, fire alarms and extinguishers for employees’ safety and protection.

The item that garnered the least rank with a weighted mean of 2.53 is that managers are fair in dealing with subordinates which indicates that employees feel that some managers practice favoritism.

Table 8. Summary Table of Leadership Behavior

Dimensions	Composite Mean	VI	Rank
Human Motivation	2.65	MA	1
Initiative	2.59	MA	5
Group Process	2.63	MA	2
Problem Solving	2.61	MA	4
Decision Making	2.62	MA	3.5
Human Relations	2.62	MA	3.5

Legend: 4.50 – 5.00 = Strongly Agree (SA); 3.50 – 4.49 = Agree (A); 2.50 – 3.49 = Moderately Agree (MA); 1.50 – 2.49 = Disagree (D); 1.00 – 1.49 = Strongly Disagree (SD)

Table 8 which shows the summary table of leadership behavior revealed that the highest ranked item is leadership behavior in terms of human motivation with a composite mean of 2.65. Managers of BATELEC I are good motivators in such a way that they are friendly and approachable. These traits make it conducive for the arousal of motivation among subordinates. This is also attested when managers inspire their deserving subordinates to apply for a vacant position opened for application.

The item with the second rank is leadership behavior in terms of group process (2.63), followed by decision making and human relations both with a composite mean of 2.62 and then succeeded by problem solving (2.61).

The item with the least rank is leadership behavior in terms of initiative with a composite mean of 2.59. This can be explained by the lack of mechanisms wherein rank-and-file employees are given the chance to express their creative ideas that may help the organization.

Table 9. Relationship Between the Socio-Demographic Profile of the Respondents and their Perception on the Leadership Behavior of BATELEC I Department and Area Office Managers

Leadership Behavior	Human Motivation			Initiative			Group Process			Problem Solving			Decision Making			Human Relations		
	Eta	p-value	I	Eta	p-value	I	Eta	p-value	I	Eta	p-value	I	Eta	p-value	I	Eta	p-value	I
Age	0.123	0.448	NS	0.110	0.544	NS	0.087	0.719	NS	0.109	0.558	NS	0.084	0.743	NS	0.081	0.766	NS
Sex	0.107	0.156	NS	0.061	0.421	NS	0.009	0.902	NS	0.025	0.742	NS	0.067	0.378	NS	0.006	0.942	NS
Length of Service	0.009	0.993	NS	0.057	0.755	NS	0.014	0.982	NS	0.037	0.886	NS	0.050	0.801	NS	0.049	0.810	NS
Religion	0.119	0.478	NS	0.077	0.795	NS	0.053	0.921	NS	0.094	0.669	NS	0.086	0.731	NS	0.092	0.688	NS

Legend: Significant at p-value < 0.05; NS = Not Significant

Based on the data in Table 9, the obtained p-values in terms of age are 0.448, 0.544, 0.719, 0.558, 0.743 and 0.766 in relation to human motivation, initiative, group process, problem solving, decision making and human relations, respectively. All the resulting p-values which are greater than 0.05 level of significance show that there is no significant relationship between age and the perception of the respondents on the leadership behavior of department and area managers. Thus, the null hypothesis of no significant relationship between age and the perception on leadership behavior is accepted. This indicates that the perception of the respondents on the leadership behavior of the managers does not vary with age.

Likewise, the data revealed that the obtained p-values with reference to sex in relation to human motivation (0.156), initiative (0.421), group process (0.902), problem solving (0.742), decision making (0.378) and human relations (0.942) are all greater than 0.05 level of significance. This means that there is no significant relationship between sex or gender and the respondents' perception on leadership behavior. Thus, the null hypothesis of no significant relationship between sex and the perception on leadership behavior is accepted. This affirms that sex has no effect on the respondents' perception of the managers' leadership behavior.

With regards to length of service, the derived p-values in relation to human motivation (0.993), initiative (0.755), group process (0.982), problem solving (0.886), decision making (0.801) and human relations (0.810) exceed the 0.05 level of significance.

This denotes that there is no significant relationship between length of service and the perception of respondents on leadership behavior. Thus, the null hypothesis of no significant relationship between length of service and the perception on leadership behavior is accepted. This suggests that respondents' perception on managers' leadership behavior does not depend on length of service.

Further, in terms of religion, the obtained p-values of 0.478, 0.795, 0.921, 0.669, 0.731 and 0.688 in relation to human motivation, initiative, group process, problem solving, decision making and human relations, respectively, are all higher than 0.05 level of significance. This implies that there is no significant relationship between religion and the perception of respondents on leadership behavior. Thus, the null hypothesis of no significant relationship between religion and the perception on leadership behavior is accepted. This means that regardless of religion, the respondent's perception on leadership behavior of the managers remains the same.

In summary, factors such as age, sex or gender, length of service and religion do not affect the perception of employees on the leadership behavior of department and area office managers.

As compared to the study of Hardman (2011) wherein teacher demographics of gender, age, years as a teacher, years at current school and level of school (elementary, middle, high) were examined in relation to perceived leadership style and school status, it was found that only years at current school has a significant relationship on the perception on their principal's

transformational or passive avoidant leadership style. Likewise, it revealed that no demographic variables affect transaction leadership style.

In the study of Yahchouchi (2009), he attempted to measure the impact of religion on the perception on leadership style of Lebanese managers and organizational commitment. Results showed that gender does not have an effect on leadership style. Conversely, in terms of religion, it was found that there is a tendency for Christian employees to perceive their leaders as more transformational. According to Yahchouchi (2009), this difference in perception is mainly because the Muslim society is divided into different communities; and there was very high political

tension between these communities during the time the data was collected.

Table 10 shows the researcher's proposed program which has five key result areas such as work relationship, manager-subordinate relationship, employee involvement, team development and; planning, development and program enhancement with corresponding objectives. Program implementation shall be through the enumerated strategies and involve the concerned persons. Through this proposed program, leadership behavior of department and area office managers shall be further enhanced since this focuses on areas which need to be improved as perceived by the rank-and-file employees.

Table 10. Proposed Program for the Further Enhancement of Leadership Behaviors of BATELEC I Department and Area Office Managers

Key Result Areas	Objectives	Strategy	Persons Involved
1. Work Relationship	- To foster the enhancement of leader's ability of promoting cooperation among employees.	- Revival of the employees' quarterly meeting with a different assigned host for every quarter headed by Dept./Area Office Managers	- GM, Department and Area Office Managers
2. Manager-Subordinate Relationship	- To encourage managers to demonstrate fairness of treatment to every employee.	- Managers shall share learnings from different seminars attended especially those that deal with performance evaluation and the like.	- GM, Dept./ Area Office Managers and HRD personnel
3. Employee Involvement	- To discover employees' hidden talents and new ideas that can be beneficial both to the Mngt. and the cooperative.	- Managers shall devise mechanisms to bring out hidden talents and new ideas of employees.	- GM, Dept./Area Office Managers
4. Team Development	- To promote team building and camaraderie between managers and employees.	- Conduct of team building activities that involve both managers and employees.	- GM, Dept./ Area Office Managers and HRD personnel
5. Planning, Development and Program Enhancement	- To formulate new programs that are beneficial to coop's member-consumers. - To identify problem areas in existing prog-rams or projects of the cooperative.	- Conduct of brainstorming activities among employees headed by respective division chiefs and section heads. - Results shall be submitted to the Dept./ Area Office Mngrs. to be evaluated together with div. chiefs & sec. heads.	- GM, Dept./Area Office Managers/ Staff Assistant/ Division Chiefs/ Section Heads

VI. CONCLUSIONS AND RECOMMENDATION

Majority of the respondents are in their 30s, male, Roman Catholic and have gained only a few number of years in the cooperative. The BATELEC I managers demonstrate high leadership behavior in terms of human motivation. The socio-demographic profile variables of the respondents do not affect their perception on the

leadership behavior of BATELEC I managers. A proposed program has been formulated to further enhance the leadership behavior of BATELEC I department and area office managers.

It is recommended to foster enhancement of leaders' ability in promoting cooperation among employees; creating the impression of fair treatment among

subordinates and discovering employees' talents/new ideas; to regularly hold an activity which promotes team building and camaraderie between managers and employees; to direct the division chiefs and section heads to enjoin their subordinates in brainstorming activities when there are prospective programs to be carried out, in order to obtain new ideas and determine if there would be a problem in case such program is implemented. A follow-up study on the subject may be conducted employing other variables not included in this study.

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