

Linking Transformational Leadership to Women Engagement in Management Functions in the Province of Batangas

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Abstract: The study was primarily designed to determine the link between transformational leadership and women engagement in managerial functions with the end view of developing a framework management model for women managers. A total of 246 women manager-respondents from the service industries in the entire province of Batangas served as the respondents of the study. The descriptive method of research with the self-constructed questionnaire as its tool was utilized in the study. Statistical treatments applied to the gathered data included frequency and percentage, weighted mean, Pearson r and One Way Analysis of Variance.

Results disclosed that majority of the respondents were 36-45 years of age, married, college graduate, managers of accommodation and food service industries, with 5-16 years of working experience and almost all of them were Tagalogs. In addition, the respondents were highly effective as transformational leaders. Also, the women manager were engaged to a very great extent in doing their management functions.

The statistical test revealed that there is a significant relationship between the transformational leadership and engagement in managerial functions. As to the test for difference the findings revealed that when the management functions was compared according to the age of respondents, it was found that they differed in terms of planning, leading and controlling except organizing. Additionally, when the difference on women engagement in managerial functions was compared according to their educational attainment, it was found that there were no significant differences noted on the engagement of respondents on management functions in terms organizing, leading and controlling except planning. Correspondingly, when the data concerning women engagement in managerial functions was compared according to length of service, type of service industry and civil status, there were no significant differences noted on the management functions of the respondents in terms of planning, organizing, leading and controlling. Moreover, there were no significant differences on the management functions in terms of the aforesaid variables when ethnicity was considered except for leading and controlling.

Furthermore, the statistical inferential results of the study served as the basis of a framework model developed as an output of this research. It is hoped that it will serve as a guide for women managers in strengthening more their leadership styles.

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Introduction

Today's world of work is far different from decades ago. Before, women were marginalized for they were not given equal opportunities and the same wages as men for the same kind of work. However, the world today has changed, recognizing women as catalysts for change especially in the work environment. One of the greatest changes in the history of the workforce is the increase of women in leadership positions. Women occupied positions in industries that were once male dominated in great number. Female managers continue to proliferate the business world. Studies have proven their capability and performance as leaders in their respective fields. With this shift, women brought a new form of leadership characterized by such words as charismatic, caring, and empowering. Thus, women are not anymore seen as helpless individuals who need to be constantly rescued by men.

However, career women face the same problems as men: pressure of responsibilities, problems with subordinates, and accountability to top management. But working women have some unique problems because they hold a position that has a long been considered as a "man's job" cited by Herrera (2007). This female inclination to embark on more challenging roles in an ever changing domain which used to be dominated by men is indeed very significant and worthy of attention.

On the other hand, there are important commonalities in the leadership style governing men and women. Each is expected to behave in an assertive manner, although the degree of assertiveness is different when policy implementation and formation with regard to legislative issues are a factor. That being said, often men may display assertiveness in an aggressive mode and women are more prone to display it in a passive-aggressive mode. Previously, female leaders have modelled their leadership styles after successful male managers. Successful women often describe their leadership styles as transformational, getting workers to engage and become motivated about their individual self-interests into group cohesiveness directed towards a broader organizational goal (Rosner, 2009).

This style of leadership attributes power to personal characteristics such as charisma, personal contacts, and interpersonal skills rather than to the organizational structure. Others suggest that female managers are more situational based, which means they adapt their strategies to the contingencies of the situation at hand. Men, on the other hand, are more likely to characterize their leadership style as transactional; they see their jobs as involving a series of transactions between themselves and their subordinates. This style of leadership involves exchanging rewards for services or dispensing punishment for inadequate performance. Transformational leaders articulate a vision, use lateral or non-traditional thinking, encourage individual development, give regular feedback, use participative decision-making, and promote a cooperative and trusting work environment.

In addition, there is a deep understanding in the dichotomy of leadership which is built on the ideology that positive relationships may influence the quality of leadership. Effective leadership is one of the most crucial explanations to adhere to many social problems and issues today. In every sector of the work place, leadership is important to many followers and society, although leaders cannot lead without followers. Influence is one of the key elements of effective leadership in organizational and governmental settings. A leader's influence is the essence of leadership that brings about change in the life of people. In an article for enhancing effective leadership, Bowen (2008) suggested that relational leadership is one form of effective leadership, because it focuses on person-to-person relationships. Basically, according to Bateman and Snell (2008) the primary functions of management are planning,

organizing, leading and controlling. Planning is analyzing a situation, determining the goals to be pursued, and deciding in advance the actions needed to pursue these goals.

This lack of attention to incorporate women managers is a serious gap, given the importance of business enterprises in economic growth and the potential impact of managers in actualizing growth. This prompted the researcher to investigate the link between transformational leadership and the extent of women engagement to management functions.

Background of the Study

Gender is important, not only on people's daily lives, but also in the organization where people work. Humans are either male or female, provided with either feminine or masculine qualities that can influence the way the body works. Gender, particularly in management, has an impact on how an organization fails or prospers. Gender should be considered since there are differences among managerial styles.

According to Kotter and Cohen (2002), management and leadership should go hand and hand. An organization conducted with management and leadership has shown well performance in quality, productiveness and efficiency among subordinates.

Sensitivity to issues on women's concerns and gender is a necessary component in raising the consciousness of society among its leaders, policy and decision makers, as well as, advocates on gender equality. A deeper feminists consciousness has further led women to advocate for programs that address their concerns to improve not only their contribution but also their position in society vis-a vis that of men (Benzon, 2007).

Obviously, the new context of leadership helps define women leadership according to masculine norms. Eagly and Johannesen-Schmidt (2007) argues that if the leaders' effectiveness depend on the context, it is reasonable to infer that the stereotypically feminine qualities of cooperation, mentoring, and collaboration are important to leadership in some context, perhaps increasingly in contemporary organization.

Meanwhile, Asia has been experiencing economic growth and demographic strength but still hampered by problems of inequality, poverty, environmental degradation, political instability, and other threats. To solve this problem, Asia needs all human talent both male and female alike (Tuminez, 2012).

The abovementioned economic progresses justify the mushrooming of the different service industries in the province. These industries include accommodation and food service, wholesale and retail, financial and insurance, education, health and others such as those government and non-government organizations. Many of the mentioned industries are led and managed by women.

Women leaders are operating in their greatness when they lead themselves in change, by changing themselves first, that gives them the power and capacity to help others do the same. Studies show that followers of transformational leaders are self-assured, contented with meaningfulness in daily tasks, positive about their leaders and see themselves as dynamically motivated high performers. Transformational leaders know how to allow their greatness to come out at anytime. They also understand there is great wisdom in knowing when to assert and when not to assert themselves for the benefit of the people who follow them.

The elucidated facts drove the interest of the researcher to investigate the link between transformational leadership and the extent of women engagement to management functions in the service industry in the province of Batangas since not enough data on Filipino women who occupy managerial positions are available even as there is a growing recognition of their role in the country's development.

This research would expose how effective women are as transformational leaders. It is presumed by the researcher that women managers in the business world are transformational leaders. They are exhibiting certain traits and behaviours to inspire and motivate a team or organization to rally around a common vision or goal. These behaviours and traits include individual consideration, intellectual stimulation, inspirational motivation and individual consideration for each team or group member.

With this goal, the service industries need managers who are transformational, managers who could transform reforms and programs that would bring positive effect into the service industries, managers who would influence, motivate, and inspire people to create vision and achieve it. The challenge to these managers is to build quality organizations in creating the passion, the obsession, and the thirsts with quality involving all in the organization. Better management functions play significant roles in achieving the industries' vision.

Thereby, framework model can be developed to help more women managers to enhance more their leadership styles which help them to be more effective in managing their respective organizations. Even the government business sectors would benefit and would be awoken that these women need to be given support so that they can help in the economic development.

Statement of the Problem

The study aimed to determine the link between transformational leadership and the extent of women engagement in managerial functions as basis for developing framework model.

Specifically, the study sought answers to the following questions:

1. What is the demographic profile of women managers in terms of:
 - 1.1 age;
 - 1.2 civil status;
 - 1.3 educational attainment;
 - 1.4 length of working experience ;
 - 1.5 type of service industry; and
 - 1.6 ethnicity?
2. How effective are women managers as transformational leaders in terms of:
 - 2.1 individual consideration;
 - 2.2 intellectual stimulation;
 - 2.3 inspirational motivation; and
 - 2.4 idealized influenced?
3. To what extent do women managers engage in the following functions?
 - 3.1 Planning
 - 3.2 Organizing
 - 3.3 Leading
 - 3.4 Controlling
4. Is there a significant relationship between transformational leaderships and women engagement to managerial functions?

5. Is there a significant difference on women engagement in managerial functions when grouped according to profile variables?
6. What framework model may be developed based on the results?

Theoretical Framework

Figure 1.1 shows the Transformational leadership Model that was first developed by Burns (1978) and later enhanced by many other theorists like Bass (1998), who extended the work of Burns.

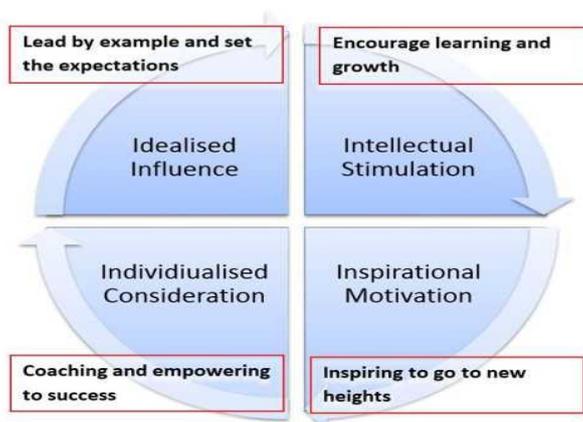


Figure 1.1. Transformational Leadership Model

The major premise of the transformational leadership theory is the leader's ability to motivate the follower to accomplish more than what the follower planned. A leadership approach causes change in individuals and social systems. In its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into leaders. Enacted in its authentic form, transformational leadership enhances the motivation, morale and performance of followers through a variety of mechanisms.

Figure 1.2 illustrates the second theory that this research considered, the P-O-L-C framework of Grehme (2012).



Figure 1.2. P-O-L-C Model

Conceptual Framework

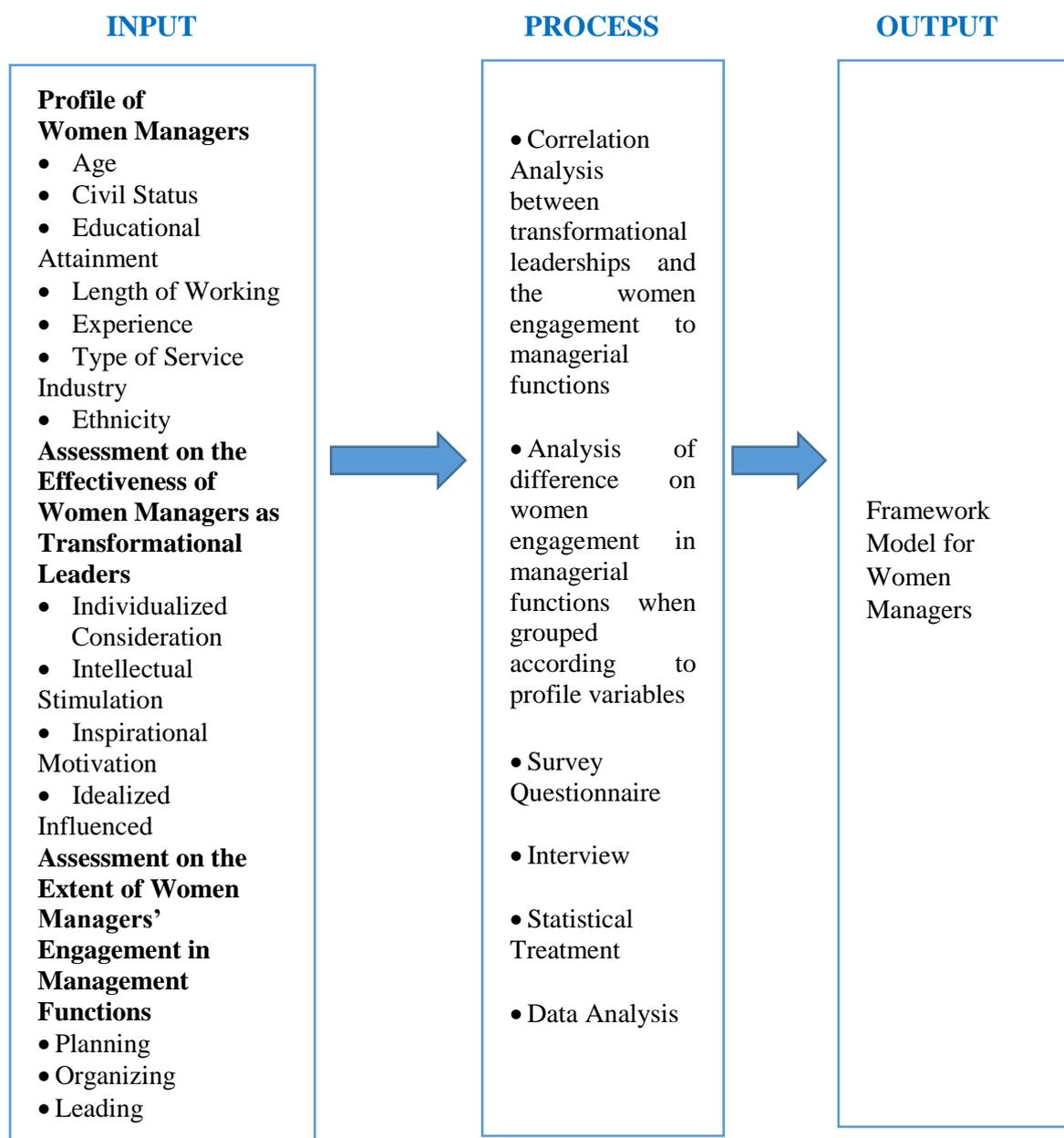


Figure 1.3. Research Paradigm

The primary purpose of the study was to link transformational leadership to women engagement in managerial functions. In particular, the researcher first determined the profile of the women manager – respondents in terms of age, civil status, educational attainment, length of working experience, type of service industry and ethnicity. Likewise, it determined the effectiveness of women managers in transformational leadership in terms of individual consideration, intellectual stimulation, and inspirational motivation and idealized influence. The level of women managerial engagement in the province with regards to planning, organizing, leading and controlling were likewise determined.

Additionally, the significant relationship between transformational leadership and the managerial engagement of women managers were tested. More so, the study investigated the difference of the engagement of women managers to management functions when grouped

according to profile variables. From these objectives, the researcher developed a framework model to guide women in doing their roles as managers.

The researchers utilized a total of 246 women manager – respondents from the service industries in the entire province of Batangas. The descriptive method of research was employed so as to fulfill the objectives of the study. A self-constructed questionnaire which gone through validation served as the main tool in data gathering. This was supplemented by interview and observation in validating the responses of selected respondents. Statistical treatments applied to the gathered data included frequency and percentage, weighted mean, Pearson r and One Way Analysis of Variance.

Findings

The results of the present study were summarized as follows:

Profile of the Respondents

As to age, it was found that majority of the respondents belonged to age bracket ranging from 40–45 years old with the highest frequency of 59 or 24 percent. This was followed by the 36–40 years old respondents with a frequency of 57 or 23.2 percent. The lowest number of respondents with the frequencies of 21 and 14 or 8.5 and 5.7 percentages respectively were the respondents who belonged to age bracket of 21 – 30 years old.

With regards to civil status, it was noted that most number of respondents were married with the highest frequency of 180 or 73.2 percent. Next to it was the single respondents with 57 percent. Six or 2.4 percent of them was widows/widower. The least number of respondents was separated with 3 or 1.2 percent.

In terms of educational attainment, results divulged that out 246 respondents, almost all of them were college graduate with the highest frequency of 187 or 76 percent. Thirty–seven or 15 percent of them was master’s degree holder. There were 9 or 3 percent vocational course graduates and 7 or 2.9 percent doctorate degree holders. The lowest frequency of 6 or 2.4 percent was high school graduate.

As to length of working experience, the finding disclosed that out of 246 respondents, 73 or 29.7 percent of them are working for 6 -10 years. This was followed by 64 or 26 percent with 11 -15 years in service. Also, there were 61 working for 5 years and below while 35 or 14.2 percent is already 16 – 20 years in service. Lastly, the least frequency of 13 or 5.3 percent is working for 21 years and below.

With the type of service industry, it was found that accommodation and food service industries obtained a greater number of respondents with the highest frequency of 88 or 35.8 percent. Wholesale and retail financial and insurance and education shared very close frequencies of 40, 44 and 43 or 16.3, 17.9 and 17.5 percentages respectively. Health and government agencies obtained almost equal lowest frequencies of 15 and 16 or 6.5 and 6.1 percent respectively.

Regarding ethnicity, the findings revealed that most of the respondents were Tagalog with the highest frequency of 219 or 89 percent. This was followed by 12 or 4.9 percent Cebuano. Ilokano and Hiligaynon both got the same frequency of 6 or 2.4 percent. The lowest frequency 1 and 2 or 0.4 and 0.8 percent were Chinese – Filipino and others.

2. Effectiveness of Women Manager as Transformational Leaders

Generally, the respondents are highly effective as transformational leaders in terms of individualized instruction. As noted, the respondents were highly effective with the highest weighted mean of 3.77 in making sure that their employees are producing quality outputs. Likewise, the respondents as women managers were highly effective with the weighted mean of 3.69 in making sure that their employees offer excellent services/goods/products to customers. Lastly, the respondents were just effective with the lowest weighted mean of 3.48 that employees are enjoying competitive package benefit.

The respondents are highly effective transformational leaders in terms of intellectual stimulation. This was proven by its composite mean of 3.62. In particular, the respondents were highly effective with the highest weighted mean of 3.72 because as women managers, they see to it that they understand their roles for the success of the organization. The second highest weighted mean of 3.69 divulged that the respondents were highly effective as they make sure that their employees take part in making plans in the organization. Lastly, the lowest mean score of 3.51 disclosed that the respondents were highly effective as they make sure that their employees are working according to their field of expertise.

As a whole, the respondents were highly effective as transformational leaders in terms of inspirational motivation. This was evident in the composite mean of 3.60. It can be observed that the respondents were highly effective in making sure that their employees realize that they are valuable asset of the organization with the highest weighted mean of 3.74. Also, the second highest weighted mean of 3.68 unveiled that the respondents were highly effective as they ensured that employees work for the organization with high spirit of teamwork. On the other hand, the respondents just agreed with the weighted mean of 3.49 that employees are given recognition and rewards for achievements.

The composite mean of 3.61 revealed that the respondents were highly effective as transformational leaders in terms of idealized influence. This may mean that women managers are setting as role model to his subordinates. As reflected, the respondents were very effective in ensuring that their employees demonstrate honest and ethical behavior at all times with the second highest weighted mean of 3.72. The second highest weighted mean of 3.67 suggested that the respondents were highly effective in ensuring that employees show greatest loyalty and commitment to the organization. Moreover, the lowest mean scores of 3.53 suggested that the respondents strongly agreed that the employees display ownership of the company and render overtime job when necessary.

3. Assessment on the Extent of Engagement of Women on Management Functions

The respondents always demonstrate a commitment to service leading to satisfaction for both internal and external customers which obtained a highest weighted mean of 3.76. Additionally, the respondents always plan what is to be achieved and involve all relevant stakeholders. This got the second highest weighted mean of 3.75. On the other hand, the second low weighted mean of 3.63 reveals that the respondents always solve both simple and complex problems and make decisions based on available information. Moreover, the lowest weighted mean of 3.55 discloses that the respondents always apply in-depth specialized knowledge and skills by accessing information technology into responsive planning solutions. As a whole, the respondents are engaged to a very great extent in planning as one of their management functions as displayed by the composite mean of 3.69. The women manager-respondents always set clearly defined objectives with the highest weighted mean score of 3.74. In addition, the second highest weighted mean of 3.71 indicates that the

respondents always monitor and maintain quality and productivity. However, the second low mean score of 3.59 divulges that the respondents always manage time effectively. Furthermore, the respondents always provide equal opportunities for the employees in attending seminars and conferences with a low weighted mean of 3.50. To sum up, the respondents are engaged to a very great extent in organizing as one of their management functions as revealed by the composite mean of 3.65.

The women manager demonstrates commitment to the organization. This obtained the highest weighted mean of 3.67. Similarly, the weighted mean of 3.65 illustrated that the respondents always develop and communicate goals in support of the business mission. On the other hand, the second low weighted mean of 3.50 suggested that the respondents always address performance problems and issues promptly. Lastly, the lowest weighted mean of 3.47 pointed out that the respondents often delegate responsibility and work with others and train them to develop their capabilities. In general, the respondents are engaged to a very great extent in leading as one of their management functions as revealed by the composite mean of 3.62.

In terms of controlling, the highest weighted mean of 3.81 unveiled that the respondents always give attention to situation showing the greatest need for action. The second highest weighted mean of 3.79 showed that the respondents always monitor ongoing operations according to plan. Nevertheless, the respondents always integrate strategic integration of human resource and assessment of workers. More so, the respondents always ensure that the actions of the organizations and members do move the organizations toward its stated goals with the lowest weighted mean of 3.65. Summing it up, the respondents are always engaged in controlling as one of their management functions as shown by the composite mean of 3.72.

4. Significant Relationship between the Transformational Leadership and Engagement in Managerial Function

The test for the relationship between the transformational leadership and the engagement of women in managerial functions revealed that individual consideration, intellectual stimulation, inspirational motivation, and idealized influence have direct influence on the engagement of women to management functions in terms of planning, organizing, and leading, controlling. These were manifested by the computed p – values which were all lesser than 0.05 level of significance.

5. Significant Difference on Women Engagement in Managerial Functions when grouped according to Profile

As to the test for difference on the engagement of the respondents in managerial functions, the findings revealed that when the management functions were compared according to the age of respondents, it was found that they differed in terms of planning, leading and controlling as manifested by the computed f – values of 2.32, 2.16, and 2.16 with the corresponding p –values of .03, .047, and .048 which were less than the 0.05 level of significance. On the other hand, when the management functions of the respondents in terms of organizing was compared according to their age, the computed f – values of computed f – value of 1.25 with the corresponding p – value of .28 was greater than 0.05 level of significance. Therefore, null hypothesis was accepted. Thus, no significant difference was observed when age was considered in performing their management functions in terms of organizing.

Additionally, when the difference on women engagement in managerial functions was compared according to civil status, the computed f – values of 1.83, 1.59, 2.02 and .39 with

the corresponding p-values of .14, .19, .11, and .76 were greater than 0.05 level of significance. These failed to reject the null hypothesis indicating that there were no significant differences noted on the management functions in terms planning, organizing, leading and controlling.

When the difference on women engagement in managerial functions was compared according to their educational attainment, the computed f – values of 1.82, 1.10, and .96 with the corresponding p – values of .13, .36, and .43 were greater than 0.05 level of significance. These failed to reject the null hypothesis indicating that there were no significant differences noted on the engagement of respondents on management functions in terms organizing, leading and controlling. In contrast, when the engagement of women in managerial functions in terms of planning was compared when grouped according to their educational attainment, the obtained computed f – value of 4.77 with the corresponding tabular value of .001 was less than the tabular value of 0.05. This rejected the null hypothesis which led to the conclusion that there was a significant difference on the engagement of women in managerial functions in terms of planning.

Correspondingly, when the data concerning women engagement in managerial functions was compared according to length of service, the generated computed f-values of 2.0, 1.96, 2.1, and 1.84 with the corresponding p-values of .086, .10, .07, and .13, respectively were greater than 0.05 level of significance. These failed to reject the null hypothesis which indicated that there were no significant differences noted on the management functions of the respondents in terms of planning, organizing, leading and controlling.

Also, there were no significant difference noted on the engagement of women in management functions when the type of service industry was considered. It was manifested by the computed f-values of .97, .77, 1.43, and 1.52 with the corresponding p-values of .44, .57, .22 and .18, respectively in planning, organizing, leading, and controlling which was greater than 0.05 level of significance.

Moreover, the computed f-values of 2.02 and 1.56 with the corresponding p-values of .076 and .17 for planning and organizing were greater than 0.05 level of significance which resulted to the acceptance of the null hypothesis. Thus, it can be concluded that there was no significant difference on the management functions in terms of the aforesaid variables when ethnicity was considered. But, when the data concerning the assessment of women managers' engagement in managerial functions in terms of leading and controlling were compared considering their type of ethnicity, the null hypothesis was rejected as reflected in the computed f-values of 3.18 and 5.05 with the corresponding p-values of .008 and .0000 which were lesser than the 0.05 level of significance.

6. Framework Model for Women Managers

The proposed framework model for women managers was based on the analyzed results of the study. This clearly shows how effective women managers as transformational leaders used individual consideration, intellectual stimulation, inspirational motivation and idealized influence in enhancing their management functions in terms of planning, organizing, leading and controlling.

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