

CHAPTER FOUR

RESULTS

This chapter presents the findings of the research study. The presentation and interpretation of the findings are in two sections: presentation of the demographic data of the correspondents and the leadership styles perceived by the managers as either autocratic, democratic, or laissez-faire.

4.1 DEMOGRAPHIC INFORMATION OF RESPONDENTS

In this part, the characteristics of the managers: gender, age, education, job position, and years of working are presented in the form of frequency and percentage.

Table 1. Respondents by Gender

Sex	Frequency	Percentage (%)
Male	16	50
Female	16	50
Total	32	100

Table 1 shows that the number of male respondents and female respondents are equal with 50% that are male and 50% that are female.

Table 2. Respondents by Age Range

Age Range	Frequency	Percentage (%)
26-30	4	12.50
31-35	10	31.25
36-40	6	18.75
above 40	12	37.50
Total	32	100

The age ranges varied from 26 up to over 40 years. The majority of respondents are 30 years old and above from which respondents at the age above 40 made up the biggest proportion.

Table 3. Respondents by Education

Education	Frequency	Percentage (%)
Below Bachelor Degree	1	3.13
Bachelor Degree	16	50.00
Master Degree	14	43.75
Doctoral Degree	1	3.13
Total	32	100

On educational status of respondents, 50% of total subjects obtaining a bachelor degree with 43.75% having a master degree, leaving 3.13% with qualifications below bachelor degree level and also 3.13% with doctoral degrees.

Table 4. Respondents by Job Position

Position	Frequency	Percentage (%)
Supervisor	8	25
Manager	8	25
Senior Manager	8	25
Director	8	25
Total	32	100

As shown in the table, the number of respondents from each job position represent 25% of the total respectively.

Table 5. Respondents by Number of Working Years

Working Years	Frequency	Percentage (%)
5 or below	3	9.38
6-10	7	21.88
11-15	7	21.88
above 15	15	46.88
Total	32	100

Table 5 shows that almost half of the respondents (46.88%) have been working with the organization for more than 15 years while ranges of 6-10 and 11-15

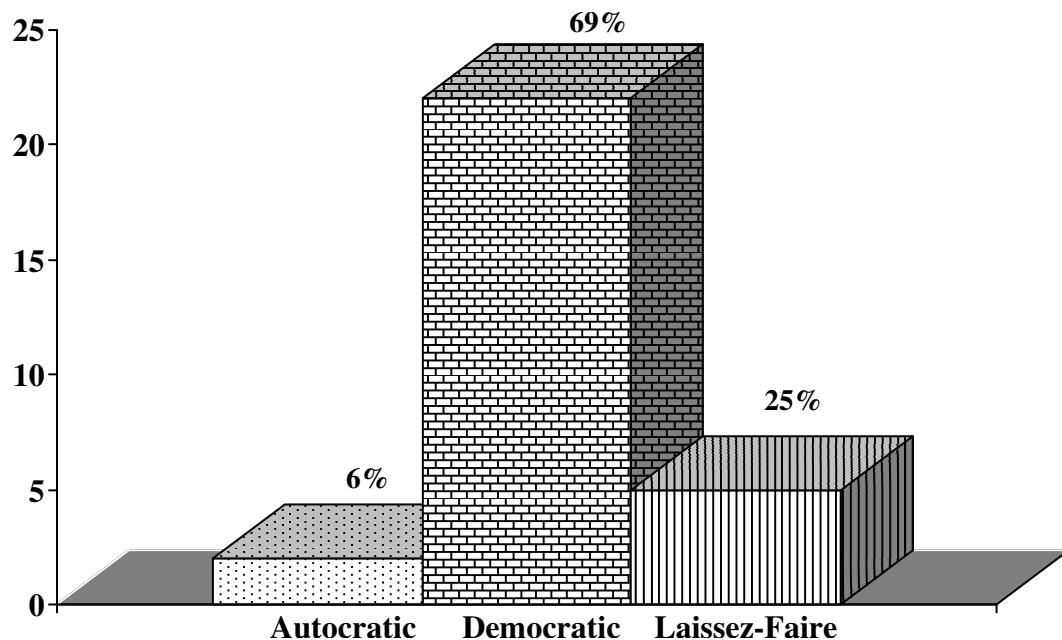
represent 21.88% each. The remaining group are those who have been with the company for less than 5 years at 9.38%.

4.2 LEADERSHIP STYLES OF MANAGERS

This part displays the perception of respondents on leadership styles practiced in the subject organization derived from their self-assessment. The findings of the leadership styles of managers in the subject organization are as follows:

Leadership Style of Managers in the Organization

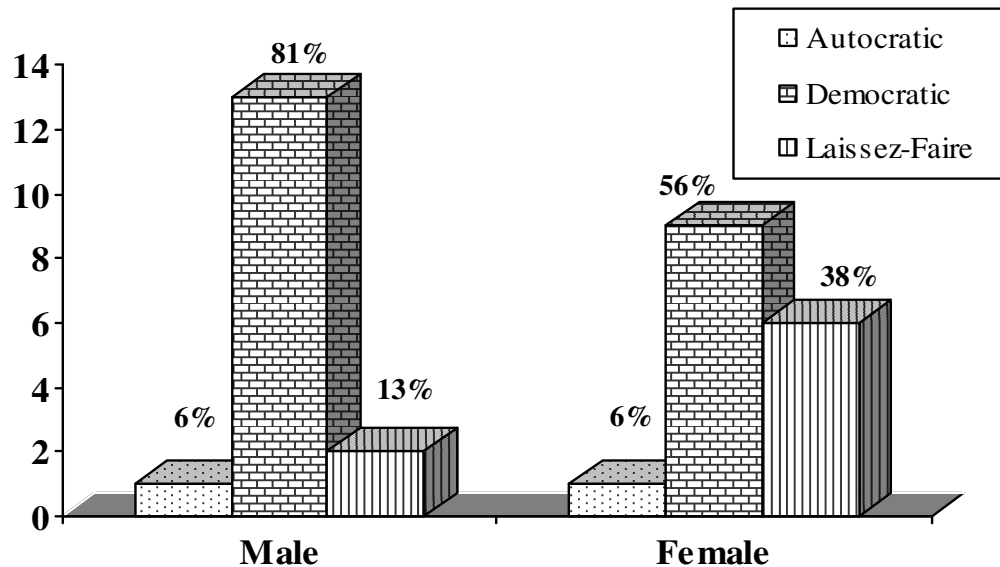
Figure 2: Leadership styles used by managers



The results in Figure 2 indicate that, out of 32 persons in the subject organization, the majority of managers (22 persons or 69%) used a democratic leadership style in administering their business affairs. There were 8 persons or 25% who used a laissez-faire style and 2 people or 6% who used an autocratic style respectively.

Leadership Style of Managers Categorized by Gender

Figure 3: Leadership styles used by male and female managers



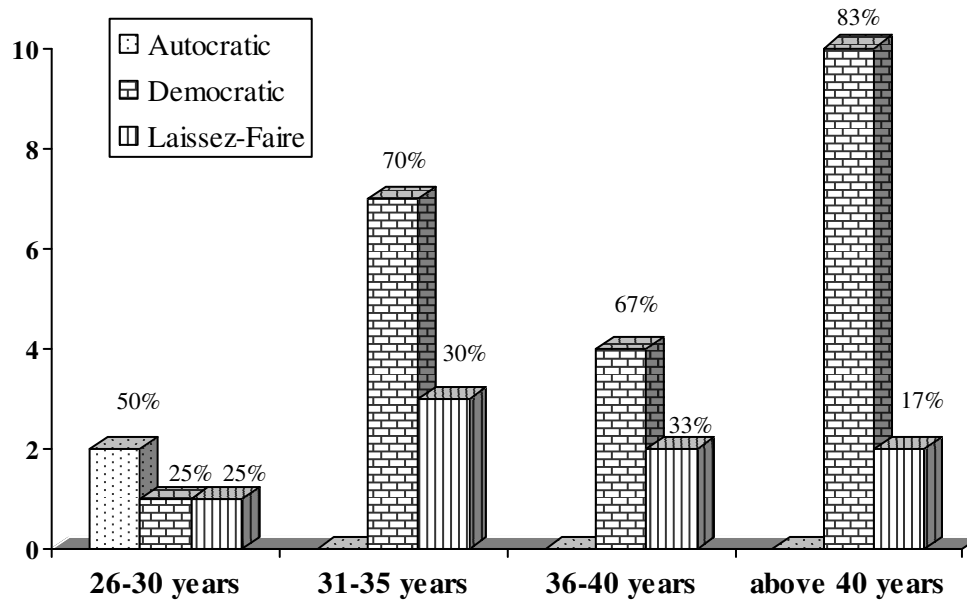
The results in Figure 3 indicate the overwhelming majority of male managers, 13 out of 16 or 81% of the total used a democratic style, with 2 persons or 13% who used laissez-faire style and only 1 person or 6% who used an autocratic style. For female managers, similar to male managers, the score was high with regards to democratic style, with 9 out of 16 (or 56%) of the total who used a democratic style. The second ranked style used by female managers was the laissez-faire style making up 6 out of 16 (or 38%) of the total. The results indicate that an autocratic style was style used least among male and female managers with only 1 person out of 16 representing each group.

Leadership Style of Managers Categorized by Age Range

The results in Figure 4 present that managers from almost all of the age ranges use a democratic style in administering their business affairs, followed by a laissez-faire style. The autocratic style was found to be used by 2 out of 4 respondents in the age range of 26-30 years whereas the democratic and laissez-faire style were used to the same extent in this group with one respondent who uses democratic style and the other respondent using a laissez-faire style.

Leadership Style of Managers Categorized by Manager's Age Range

Figure 4: Leadership styles used by managers with different age ranges



Leadership Style of Managers Categorized by Manager's Education

Figure 5: Leadership styles used by managers with different educational levels

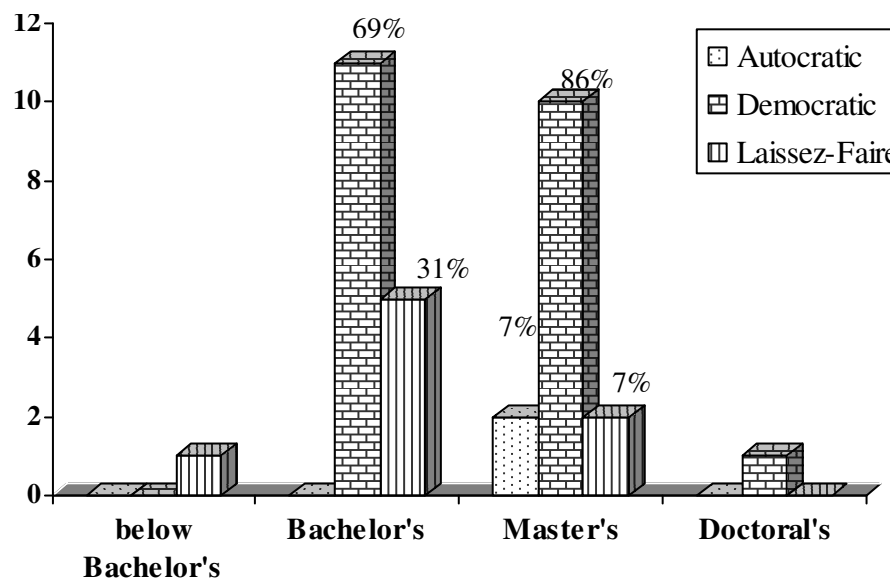
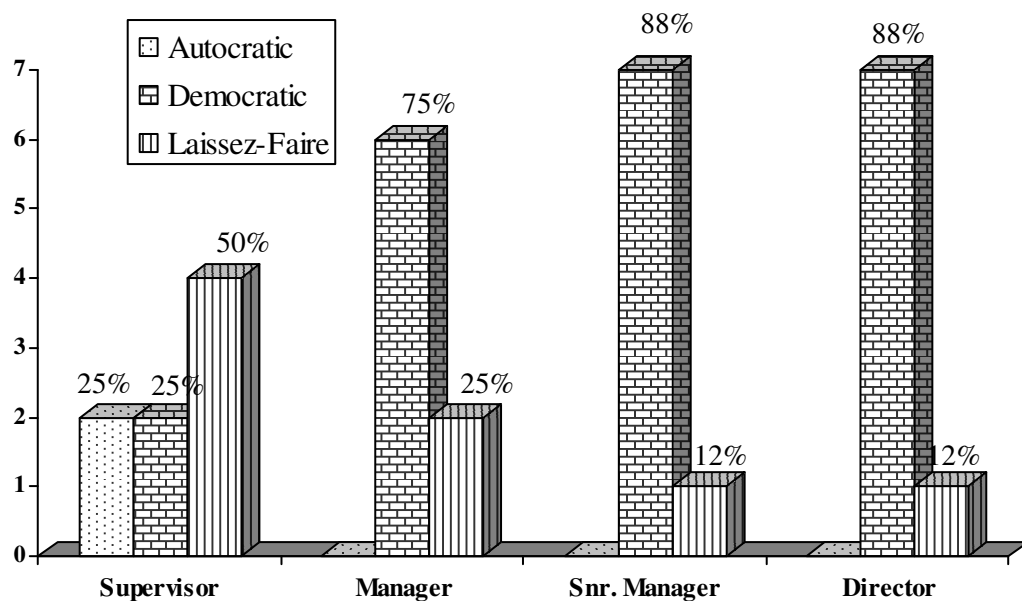


Figure 5 indicates that 69% of managers obtaining a bachelor's degree used a democratic style and 86% of managers obtaining master's degree also used this style.

Similar to managers with other demographic factors, the laissez-faire style was ranked second to the democratic style.

Leadership Style of Managers Categorized by Manager's Job Position

Figure 6: Leadership styles used by managers with different position

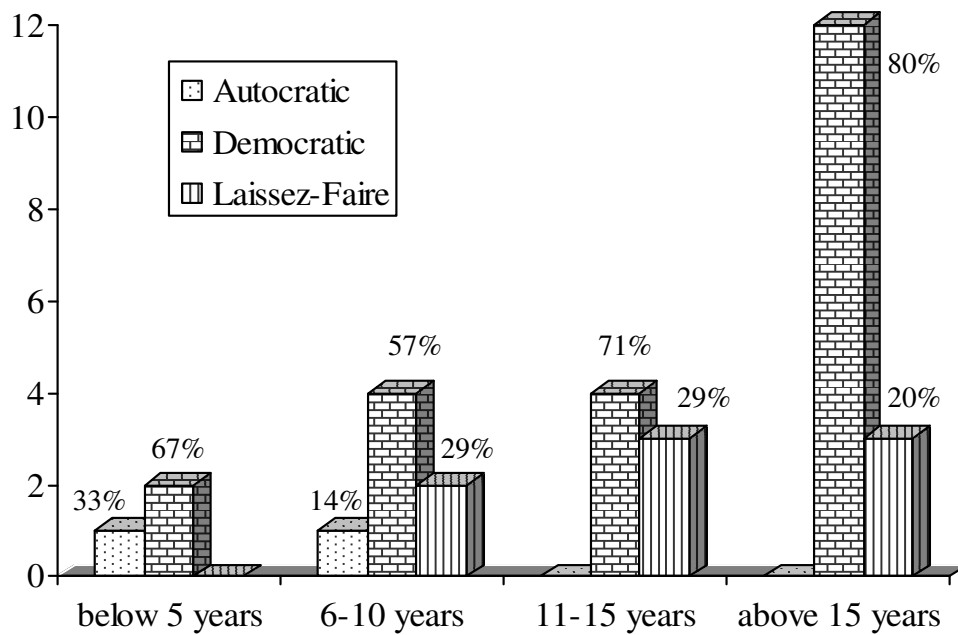


According to Figure 6, the majority of managers in the positions of managers, senior managers, and directors used a democratic style in managing their business affairs, leaving the laissez-faire style to be ranked far less at 12%. Only at the supervisor levels, the laissez-faire was most used while the autocratic and democratic style equally shared the second rank.

Leadership Style of Managers Categorized by Manager's Number of Working Years.

Figure 7 states that managers from all ranges of number of working years used a democratic style in managing their business affairs. Managers with longer years of service tended to use a democratic style the most and an autocratic style the least, whereas the laissez-faire style was ranked second for all age ranges except the range of below 5 years where the autocratic style was second to the democratic style.

Figure 7: Leadership styles used by managers with different of working years



In conclusion, the findings of the investigation they type of leadership style the managers used in the organization shows that the majority of managers used the democratic style. Both male and female managers also used a democratic style in managing their business affairs.