Leadership Preferences of the Stakeholders of the Armed Forces of the Philippines

Easter B. Belandres, PhD

Philippine Military Academy, Fort Del Pilar, Baguio City, Philippines

Abstract

This study used qualitative and quantitative method in determining the leadership preferences of the military stakeholders in the Philippines. The qualitative approach was used to determine the stakeholders' ideal military leadership of the randomly chosen 20 stakeholders in Baguio City and in Benguet. The qualitative result shows that the ideal military leadership of the stakeholders is authentic, servant, transformational, and transactional leadership. These results were the basis in constructing the data gathering tool in the quantitative method, wherein the purpose of the quantitative method is to determine the leadership preferences of the AFP stakeholders in the country from Luzon to Mindanao. Quantitative method reveals that military stakeholders preferred a military officer who carries out transformational, transactional, servant, and authentic leadership, respectively.

Keywords: *stakeholder theory, authentic, transformational, servant, transactional, and military leadership*

Introduction

Military leadership, as the concept entails, applies to all armed forces but the implementation may vary across cultures, countries, and the commanders' leadership. Military leadership refers to the process of influencing others by providing purpose, direction, and motivation, while operating to accomplish the mission and improve the organization (A. Rozcendova, and G. Dimdims, 2010).

Military leaders need to know the leadership preferences of the stakeholders because they affect the failure and success of an organization. Military officers must also consider satisfying the stakeholders' expectations because their initiatives must adhere to the influence and power of the internal and external stakeholders. Stakeholders affect organizational change, thus, engaging them across system levels is needed to identify potential barriers and facilitators because perspectives regarding research evidence, consumer choice, preference, culture and judgment may vary (G. Aarons, R. Wells, K. Zagursky, D. Felters, and L. Palinkas, 2009). Likewise, it is helpful to determine the

importance of understanding the responsibilities of military leaders in relation to different stakeholder groups (K. Groves and M. Larroca, 2011), (N. Pless, and T. Maak, 2011).

This study then intends to look into the preferences of the stakeholders on military leadership and it specifically deals with the following research questions:

(1) What are the leadership preferences of the stakeholders of the Armed Forces of the Philippines (AFP)?

(2) What is the level of preferences attributed by the stakeholders' in terms of the different leadership attributes?

(3) Is there a significant difference between the leadership preferences of the different groups of stakeholders?

(4) What is the degree of importance attributed by the respondents in terms of the different leadership attributes?

Theoretical Framework

Stakeholder Theory. Freeman (R. Freeman,1984) defines a stakeholder in broad terms as any group or individual who can affect or is affected by the achievement of an organization's purpose. Stakeholder theory is an approach to organizational management and governance that emphasizes the importance of considering organizational stakeholders when making leadership decisions.

Stakeholders contribute to some extent to the value creation of the organization. And, in turn, appropriates a portion of this value. If they perceive that they are appropriating more value than what they contribute, they will not only participate but also contribute to the organization (R. Baubock, 2009), (N. Cruz, V. Perez, and I. Vaquero,2010).

In the Philippines, the Commander-in-Chief of the AFP addressed the involvement of its multi-stakeholders in attaining sustainable peace in the country, believing that military operations alone cannot resolve the issues of insurgencies. Military stakeholders are the national and local government agencies, non-government entities and the entire citizenry. These are the stakeholders that are involved in the implementation of the Internal Peace and Security Plan (IPSP) and they were considered as the respondents of this research.

The IPSP is an open document that serves as a guide for the AFP and the stakeholders in performing their mandated functions. The IPSP departs from the old parameters of military controls and explores non-combat parameters in addressing the

country's peace and security problem. It emphasizes that the primary focus of the AFP in the conduct of its operations is winning a sustainable peace through non-combatant operation. This confirms the ancient leadership of Sun Tzu that supreme excellence is to win a battle without fighting (P. Johnstad,2008), (R. Morgan,2005).

Military trained leaders are challenged to perform this kind of duty where non-combat parameters must be observed at the same time conforming to the stakeholders' norms in addressing peace and order. Understanding the leadership preferences of the stakeholders promotes goodwill between them, in return, full cooperation to the common goal can be easily achieved because stakeholders has the power to fail or support the initiatives of the organization.

Leadership Theories

Leadership practices seem to be the same when the concern is limited on the leadership characteristics only. However, this study limits the key point of differences on the leaders focus only.

Authentic leaders are guided by the qualities of the heart and mind, by passion and compassion. They lead with purpose, meaning, values, and they build enduring relationship with people. They are consistent, self-disciplined, and are dedicated to developing themselves. Also as specified by (10), ethics is an indicator of authentic leader.

Ethics in this study is considered as one indicator of authentic leadership as specified by (10). In this era of materialism, sensual gratification, and emerging technological innovations, it is essential that military leaders possess military ethics (E. Belandres,2016), (P. Robinson,2007), (M. Tim, J. Brachle, A. Arago,2004), (D. Siang,1998).

Servant leaders' have the following characteristics: listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment, to the growth of people and building community (L. Spears, 2010). The over-riding focus of the servant leader is upon service to their followers.

This paper focuses on the practice of servant leadership of a military officer towards its stakeholders, wherein servant leadership is a part of duty of the military officers to protect and serve people.

Transactional leaders' central traits can be summed up as follows: reward-based, exchanged-based, importance of self-interests. (R. Kanungo and M. Mendonca, 1996)

stated that leaders can offer resources to followers in exchange for the follower's compliance and the loyalty to the leader. Transactional leadership involves reinforcement: a leader either makes assignments or consult with followers about what is to be done in exchange for implicit or explicit rewards and the desired allocation of resources (B. Bass and P. Steidlmeir, 2004).

Transactional leadership is mainly a hierarchy driven model, often found within the military. Participation in transactional leadership is often controlled resulting in a very little influence on outcomes; the brunt of the decision making rests solely on one leader and not with the group; and the followers roles are determined by the head of the organization (G. Procknow,2010), (S. Truskie, 2009). It is in this context that military leaders should necessarily be prepared to face immediate dilemma such as modifying initial plans.

Transformational leaders' focus on bringing a change in the follower's attitudes and values (R. Kanungo and M. Mendonca, 1996). Transformational leadership consists of charisma (idealized influence), inspirational motivation, intellectual stimulation, and individualized considerations (B. Bass, 1985). Leaders are optimistic, hopeful, developmentally oriented and of high character. They focus on transforming others and the organization through a powerful positive vision, an intellectually stimulating idea, and attention to uplifting the needs of followers and by having a clear sense of purpose (B. Aviolo, and W. Gardner, 2005). They influence others in the organization by inspiring them to achieve a common goal.

This study is helpful for the officers of the AFP to understand the stakeholders given that they (political, business, church, youth, government and non-government organization leaders) themselves are leaders' from a diverse group, who have a legitimate strategic and moral stake in the military.

Conceptual Framework

Figure 1 suggests that stakeholders' preference of military leadership is largely determined by leadership styles. It also suggests that stakeholders' subjective perceptions of the importance of certain military leadership implicitly affect their judgment of military leadership practices. If, in the stakeholders' mind, a certain leadership attribute is important in the leadership of military officers, then the officer who displays this leadership will presumably be given a high rating; conversely, a military officer who fails
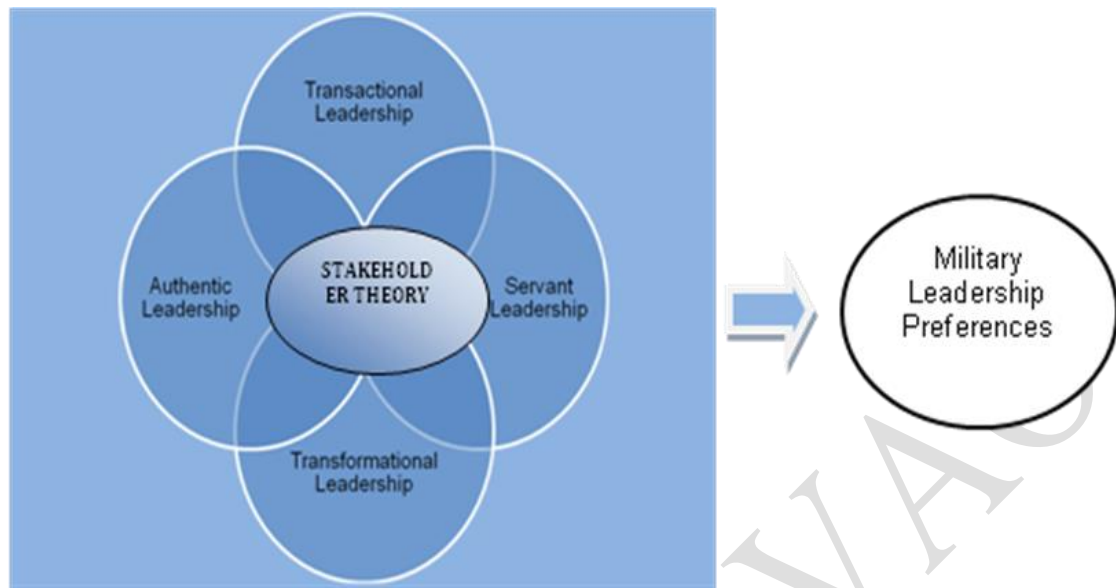
to exhibit this behavior will be rated low.

Figure 1. Stakeholders' Leadership Preferences

Methods

In qualitative part, an open ended questionnaire was distributed to the twenty military stakeholders to serve as a basis in constructing the survey questionnaire for the quantitative part. Figure 2 shows the methodological flowchart of the first part.
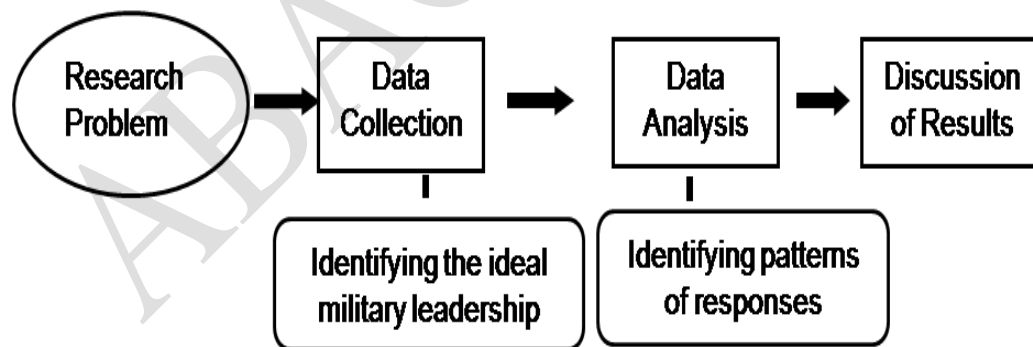

Figure 2. Methodological Flow Chart of Part 1

The stakeholders were selected using stratified random sampling technique. There were seven strata from which the stakeholders were drawn as shown in Table 1.

Table 1. Respondents of the Qualitative Part

Stakeholders	Total	Percentage
AFP Leaders	3	15
Church Leaders	3	15
Political Leaders	2	10
Business Leaders	3	15
Gov't Leaders	3	15
NGO Leaders	2	10
Student Leaders	4	20
Total	20	100

The four identified leadership styles in the qualitative part were analyzed and tabulated to be used as the main tool in determining the leadership preferences of the stakeholders.

The respondents in the quantitative part were 171 leaders of the stakeholders from the seventeen regions of the Philippines using multi-stage stratified random sampling.

Table 2 presents the result of the first stage of stratification which is the clustering of the respondents according to the different regions in the country, which makes seventeen strata. Every stratum is composed of at least one representative of the first stratification. However, the researcher gathered extra data to some regions to increase the sample of the study.

Table 2.

Regional Distribution of the Respondents of the Quantitative Part

Region	No. of Stakeholders
I	10
II	10
III	10
IV-A	10
IV-B	10
V	10
VI	10
VII	10
VIII	10
IX	10
X	10
XI	10
XII	10
XIII	11
ARMM	10
CAR	10
NCR	11
TOTAL	171

Second stage sampling is the same with the qualitative method wherein the respondents were grouped according to the seven different sectors.

Leaders from the AFP and NGO were the only respondents that didn't meet the minimum representative per region due to time constraint of the cadets who gathered the data during their break. Table 3 shows the result of the second stage of stratification.

Table 3.

Respondents of the Quantitative Part

Stakeholders	Frequency	Percentage
AFP Leaders	13	7.60
Church Leaders	19	11.11
Political Leaders	27	15.79
Business Leaders	29	16.96
Gov't Leaders	43	25.15
NGO Leaders	13	7.60
Student Leaders	27	15.79
Total	171	100.00

In determining the level of perception of the respondents, a survey questionnaire was used. Quantitative part determines the leadership preferences of the stakeholders using weighted mean. Also, to determine the significant difference on the perception of the stakeholders, Analysis of Variance was used.

Results and Discussion

Qualitative Result

The leadership styles perceived by the stakeholders in the qualitative part were presented below and were used in the survey questionnaire to measure the quantitative leadership preferences.

Qualitative result shows that there are seven stakeholder's whose answers to their preferred military leadership were labeled under the attributes of authentic leadership, another seven were labeled under the attributes of servant leadership, four to

transformational leadership, and the last two were labeled to the attributes of transactional leadership.

The following were the seven (7) responses of the stakeholders' that were labeled under authentic leadership: Serving with integrity; with genuine leadership that cannot be influenced by any temptations; leading by doing beyond what is expected with integrity and the followers must be at peace in following his/her leadership; Leading with integrity in the sense that temptations of wealth must not be considered in his/her leadership; leading with honesty and principle; leading with integrity, and be able, to stand positively even if all others give up; and a leader that stand out with integrity, courage, self-discipline and fairness.

Responses that were labeled under servant leadership are: the leader must lead by action not by words, a military leader that must serve others first, a leader that is serving people and protecting the nation through actual actions not by words, a leader that is serving people and protecting the people through actions, a leader that must be leading by doing, a military leader must be like the leadership of Jesus which is to serve first before self, and it must be leading by doing.

According to the six (6) respondents, a military leader must intellectually adapt to the real situations around his assignment because there are cultural differences in our country, a leader that hopes for the best of the country, must show and act the proper etiquette that he learns from their trainings, must not be limited to accomplishing one's mission - but must seek the best accomplishment for the country. All these six attributes were under the characteristics of transformational leadership.

The last two preferences of the stakeholders were under the characteristics of transactional leadership where a leader must know his goals and directions for the subordinates to follow and respect his leadership and a leader that respects and listen to the people when crises arise to fulfill the duty they chose.

Quantitative Result

The quantitative result shows the leadership preferences of the stakeholders based on the result of the weighted mean. Table 3 indicates that the stakeholders from the Philippines gave the highest (3.79) level of agreement to transformational leadership, next is transactional leadership with 3.64, followed by servant leadership (3.50), and authentic leadership (3.46). The ranking on the leadership preferences do not confirm with the frequency ranking in the qualitative phase. However, the small differences in the average

weight imply that these leadership styles provided by the initial phase is very much reliable, since each leadership style were in the level of strongly agree.

Table 3.

Leadership Preferences of the Stakeholders

Leadership	Mean	Level of Agreement
Transformational	3.79	Strongly Agree
Transactional	3.64	Strongly Agree
Servant	3.50	Strongly Agree
Authentic	3.46	Strongly Agree
Overall Mean	3.60	Strongly Agree

Table 4 shows that the AFP stakeholders from all over the Philippines give the highest average weight to transformational leadership with a mean of 3.75. This means that the AFP leaders themselves prefer transformational leadership above all the leadership dimensions presented to them. It shows that their perception to a military officer like them must display the proper etiquette that they learn from their trainings and seek the best accomplishment for the country.

Table 4.

Leadership Preferences According to the Groupings of the Stakeholders'

Respondents	Transf	Trans	Servant	Authentic
AFP	3.75	3.33	3.2	3.62
Church	3.58	3.88	3.55	3.55
Business	3.78	3.65	3.38	3.45
Government	3.88	3.76	3.46	3.20
NGO	3.89	3.59	3.55	3.55
Political	3.9	3.78	3.45	3.38
Students	3.76	3.58	3.88	3.46
Average	3.79	3.64	3.50	3.46

Specifically, based on the table above, the stakeholders from the church gave a higher average weight on transactional leadership, this means that they prefer a military

leader that knows his goals and respects people to fulfill the duty he/she chose. From the business sector, government, NGO, and political leaders, transformational military leader is preferred with a mean score of 3.78, 3.88, 3.89, and 3.9 respectively.

The studies of (G. Procknow,2010) and (S. Truskie,2009) supports this result where they found that visionary thinking, as well as the ability to inspire, empower, and network are essential in the military training.

ANOVA result indicates that there are no significant differences on the perception of the respondents regardless of who they are, or to what group they belong considering that they were also leaders from the different sectors in the Philippines.

Table 5.

ANOVA Result on the differences on the Leadership Preferences of the Respondents

Analysis of Variance						
SV	SS	DF	MS	F	P-Value	Fcrit
Between Groups	0.49	3	0.16	6.12	0.003	3.009
Within Groups	0.64	24	0.02			
Total	1.13	27				

The degree of importance attributed by the respondents in terms of the different leadership attributes is shown in Table 6 where the respondents prefer a military leader with a combination of 26.19 percent of transformational, a 25.13 attributes of transactional, a 24.47 percent of a servant leadership and a 24.21 of an authentic leadership. This implies that a military leader is preferably favored by the stakeholders if they show this blending of leadership attributes.

Table 6.

Degree of Importance Attributed by the Respondents

Leadership	Percentage
Transformational	26.19
Transactional	25.13
Servant	24.47
Authentic	24.21
Total	100

Figure 3 displays the preferred military leadership of the stakeholders of the Armed Forces of the Philippines
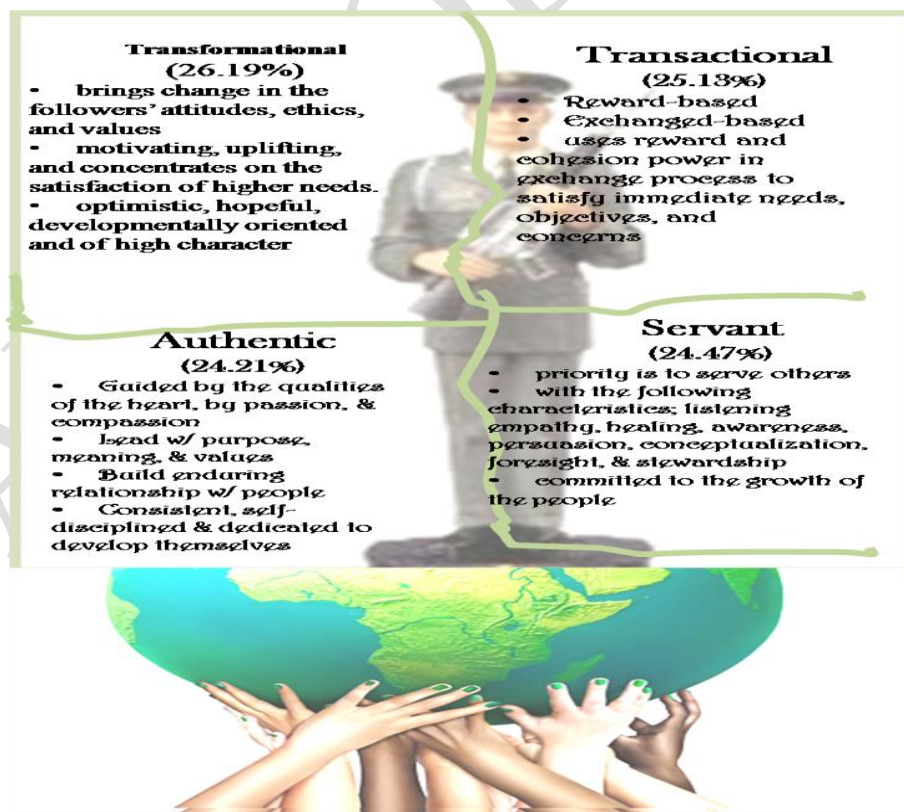

Figure 3. Preferred Military Leadership by the Stakeholders

Conclusion

This study confirms that regardless of the group of the stakeholders, their leadership preferences have no significant difference. The weighted mean result may show the difference but it is not enough to conclude that they have different preferences regarding military leadership.

The leadership preferences of the stakeholders of the Armed Forces of the Philippines are a military leader with a 26.19 percent transformational leadership, 25.13 percent transactional leadership, 24.47 percent servant leadership, and a 24.21 percent of authentic leadership. It is a manifestation of the four leadership styles.

Finally, this output is limited to the Armed Forces of the Philippines; this suggests another research on the leadership preferences of the military stakeholders to establish output-based comparison across countries.

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